ASX Announcement

Tuesday, 23 May 2017

ASX: WPL
OTC: WOPEY

Woodside Petroleum Ltd.
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DELIVERING VALUE GROWTH
2017 INVESTOR BRIEFING DAY

Woodside today outlined its plans to further grow production in the years ahead, focusing on cost-effective opportunities to maximise the potential of its existing assets while unlocking value from its significant resource base.

At Woodside's annual Investor Briefing Day, CEO Peter Coleman said the company had successfully navigated a challenging external environment and was now poised to deliver value growth while maintaining its commitment to shareholder distributions.

"In the near term we expect to generate increasing cash flow and returns from our existing business and committed projects, and we see further upside potential from lower capital intensity and quicker-to-market opportunities.

"Our portfolio offers exciting prospects for growing shareholder value that will coincide with rising global demand for gas and an anticipated supply shortfall.

"In particular, Woodside is well positioned to capitalise on an expected increase in demand from emerging Asian markets.

"Woodside has taken advantage of market conditions to strategically build its portfolio with a view to growing production by attracting resources to existing facilities on the planned Burrup Hub.

"At a time when large greenfield projects are challenging, Woodside is preparing to capture new value from low-cost brownfield developments.

Mr Coleman outlined three five-year horizons, during which Woodside would focus on cash generation, unlocking value and repeating successes.

To access the live webcast of the Investor Briefing Day, follow the link from www.woodside.com.au.

A copy of Woodside's Investor Briefing Day 2017 slide pack is attached.

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INVESTOR BRIEFING DAY

Delivering value growth

SYDNEY, AUSTRALIA

23 May 2017

woodside

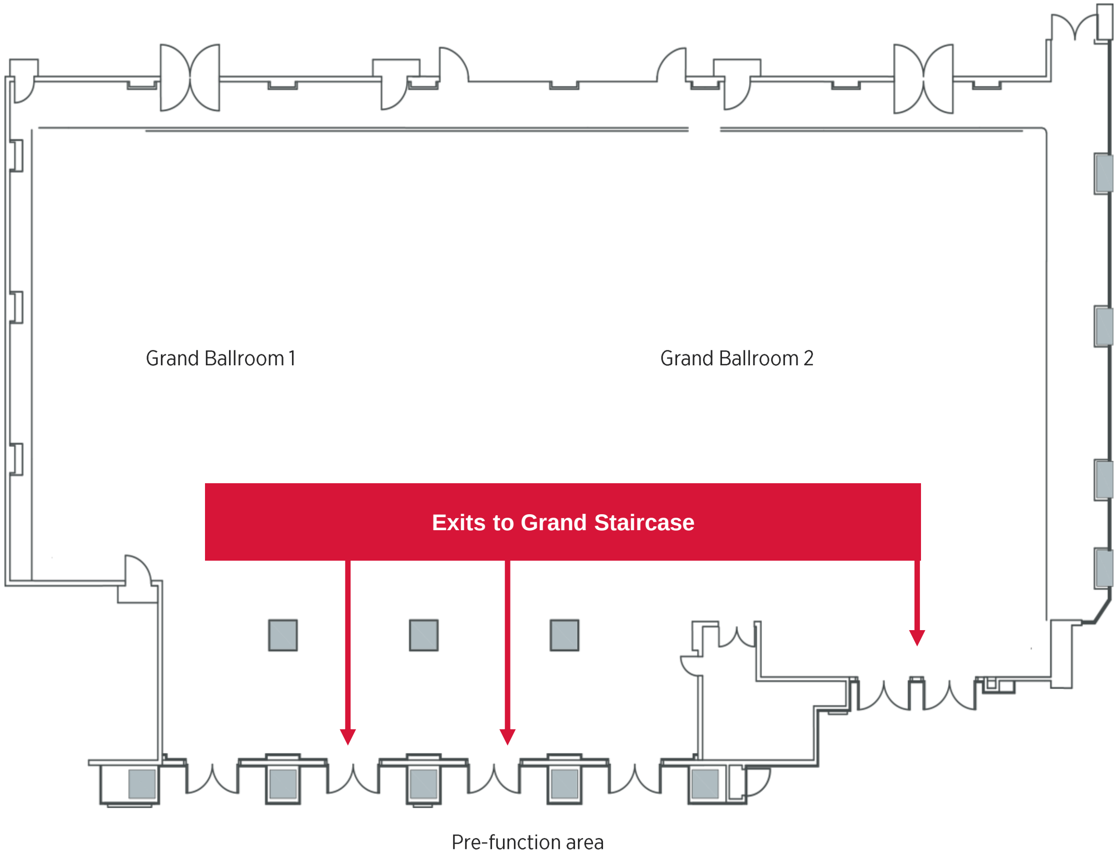
WELCOME

DAMIEN GARE

Vice President Investor Relations

INTRODUCTION

Sheraton on the Park evacuation plan



Evacuate

Alert:
Beep Beep

Evacuate:
Whoop Whoop

Muster point:
Exit hotel and turn right along ELIZABETH Street

Muster point is on the corner of ELIZABETH and PARK Streets in HYDE PARK

Agenda

Start	Topic	Presenter
Session 1		
8:30	Introduction	Damien Gare
8:35	Overview	Peter Coleman
8:45	Financial Update	Anthea McKinnell
9:00	Market	Reinhardt Matisons, Stephen Hall
9:15	Horizon I	Peter Coleman
9:25	Horizon II/III	Peter Coleman
9:40	Operations	Mike Utsler
9:50	Question & Answer	Peter Coleman
10:30	Morning Tea	
Break out sessions		
11:00	Exploration	Phil Loader
	Technology	Shaun Gregory
	Affordable Energy	Hendrik Snyman, Michael Robinson
12:30	Lunch	

INTRODUCTION

Focus for today

Different approach	+ Responding to investor feedback
Strategy outlined	+ Explanation of Horizons + Extended outlook
Basis of presentation	+ Targets, not guidance or forecasts + Further detail in the following slides
Investor engagement	+ Woodside leadership

INTRODUCTION

Disclaimer and important notice

Forward looking statements

This presentation contains forward looking statements that are subject to risk factors associated with oil and gas businesses. It is believed that the targets reflected in these statements are reasonable but they may be affected by a variety of variables and changes in underlying assumptions which could cause actual results or trends to differ materially, including but not limited to: price fluctuations, actual demand, currency fluctuations, drilling and production results, reserve estimates, loss of market, industry competition, environmental risks, physical risks, legislative, fiscal and regulatory developments, changes in accounting standards, economic and financial market conditions in various countries and regions, political risks, project delay or advancement, approvals and cost estimates. The forward looking statements might also change materially if Woodside were to decide to change its strategy.

Assumptions

The targets set out in this presentation, and described in the 'Statements on strategy and targets' slide, have been estimated on the basis of the following assumptions: (1) a US$55/bbl Brent oil price in 2017 and a US$65/bbl Brent oil price (2017 real terms, inflated at 2.0%) from 2018 onwards; (2) 0.75 AUD/USD exchange rate; (3) currently sanctioned projects (Wheatstone, Greater Enfield and NWS subsea tieback projects) being delivered in accordance with their current project schedules; and (4) applicable Horizon I and Horizon II growth opportunities being sanctioned and delivered in accordance with the following assumed RFSUs (Pluto expansion RFSU [aggregate 1.5 Mtpa option] in 2021, Senegal RFSU at the end of 2022, Browse RFSU at the start of 2025 and Scarborough RFSU at the end of 2026). These assumed RFSUs have been selected for estimation purposes and are within the range of the target schedules for the growth opportunities as described further in this presentation. Myanmar, Kitimat and Sunrise are not included in the estimates. These growth opportunities are subject to relevant joint venture participant approvals being obtained. Woodside expresses no view as to whether its joint venture participants will agree with and support Woodside's current position in relation to these opportunities.

Terms used

All references to dollars, cents or $ in this presentation are to US currency, unless otherwise stated. References to "Woodside" may be references to Woodside Petroleum Ltd or its applicable subsidiaries. Peer group refers to Anadarko, Apache, ConocoPhillips, ENI, Hess, Inpex, Marathon Oil, Murphy Oil, Oil Search, Origin Energy, Pioneer, Repsol, Santos, Statoil and Tullow Oil.

INTRODUCTION

Statements on strategy and targets

Our investors and potential investors have requested that Woodside provide further information in respect of Woodside's overall strategic approach and its potential implications for the company. This presentation is a response to that request. Woodside is sharing some insights into the strategy of the company built around three broad timescales ("Horizons"), being Horizon I (2017-2021), Horizon II (2022-2026) and Horizon III (2027+).

The nature of the statements made in this presentation in respect of the Horizons differ from previous Woodside presentations and reports. Given that this presentation is focused on Woodside's strategy, it is necessarily oriented towards future events. The strategy, or this presentation, is not a statement that future events will or are likely to occur.

Instead, the discussion of Woodside's strategy provides some level of insight into how Woodside intends to direct the management of its assets and to deploy its capital, in order to achieve certain strategic outcomes. The matters disclosed in this presentation are a 'point in time' disclosure of Woodside's strategic focus. Woodside operates in a dynamic market and external environment. Many of the strategic outcomes discussed in this presentation involve assets held by and operated through joint ventures, and decisions in relation to these assets will require joint venture approval. Joint venture participants may have different strategic objectives and may not agree with or support Woodside's views in relation to these assets. As such, strategies can and must adapt in response to dynamic market conditions, joint venture decisions, new opportunities that might arise or other changing circumstances. Investors should not assume that the strategy and targets discussed in this presentation are locked in for any or all of the Horizons.

Consistent with the above, the statements in this presentation in respect of the Horizons and Woodside's future strategy are not guidance, forecasts, guarantees or predictions of future events or performance, but are in the nature of targets that Woodside has set for itself and its management of the business.

Actual performance against these targets may be affected by the risks described in the previous "Disclaimer and important notice" slide. Accordingly, the reader is cautioned not to place undue reliance on any forward looking statements contained in this presentation.

Woodside does not undertake to provide ongoing market updates on, or otherwise report against, performance in relation to these Horizon targets, or in relation to any change in the company's strategy, except to the extent it has a legal obligation to do so.

INTRODUCTION

Notes on Petroleum Resource Estimates

Unless otherwise stated, all petroleum resource estimates are quoted as at the balance date (i.e. 31 December) of the Reserves Statement in Woodside's most recent Annual Report released to ASX and available at http://www.woodside.com.au/Investors-Media/Announcements, net Woodside share at standard oilfield conditions of 14.696 psi (101.325 kPa) and 60 degrees Fahrenheit (15.56 deg Celsius). Woodside is not aware of any new information or data that materially affects the information included in the Reserves Statement. All the material assumptions and technical parameters underpinning the estimates in the Reserves Statement continue to apply and have not materially changed.

Woodside reports reserves net of the fuel and flare required for production, processing and transportation up to a reference point. For offshore oil and floating LNG (FLNG) projects, the reference point is defined as the outlet of the floating production storage and offloading (FPSO) vessel, or FLNG facility respectively, while for the onshore gas projects the reference point is defined as the inlet to the downstream (onshore) processing facility.

Woodside uses both deterministic and probabilistic methods for estimation of petroleum resources at the field and project levels. Unless otherwise stated, all petroleum estimates reported at the company or region level are aggregated by arithmetic summation by category. Note that the aggregated Proved level may be a very conservative estimate due to the portfolio effects of arithmetic summation.

'MMboe' means millions (10^6) of barrels of oil equivalent. Dry gas volumes, defined as 'C4 minus' hydrocarbon components and non-hydrocarbon volumes that are present in sales product, are converted to oil equivalent volumes via a constant conversion factor, which for Woodside is 5.7 Bcf of dry gas per 1 MMboe. Volumes of oil and condensate, defined as 'C5 plus' petroleum components, are converted from MMbbl to MMboe on a 1:1 ratio.

The estimates of petroleum resources are based on and fairly represent information and supporting documentation prepared by qualified petroleum reserves and resources evaluators. The estimates have been approved by Mr Ian F Sylvester, Woodside's Vice President Reservoir Management, who is a full-time employee of the company and a member of the Society of Petroleum Engineers. Mr Sylvester's qualifications include a Master of Engineering (Petroleum Engineering) from Imperial College, University of London, England, and more than 20 years of relevant experience.

INTRODUCTION

Glossary

$, $m, $bn	US dollars unless otherwise stated, millions of dollars, billions of dollars
$A	Australian dollars
2P	Proved plus Probable reserves
2C	Best Estimate of Contingent Resources
AGRU	Acid gas removal unit
Boe, MMboe	Barrels of oil equivalent, million barrels of oil equivalent
Cash cost of sales	Includes production costs, royalty and excise, shipping and direct sales cost, carbon costs and insurance
cps	Cents per share
EBIT	Earnings before income tax, PRRT and net finance costs
EBITDA margin	Earnings before income tax, PRRT, net finance costs, depreciation and amortisation as a percentage of operating revenue
FEED	Front-end engineering and design
FOB	Free on board
FID	Final investment decision
FLNG	Floating liquefied natural gas
FPSO	Floating production storage and offtake
Free cash flow	Cash flow from operating activities less cash flow from investing activities
Gearing	Net debt divided by net debt and equity attributable to the equity holders of the parent
Gross margin	Gross profit divided by operating revenue. Gross profit excludes income tax, PRRT, net finance costs, other income and other expenses
GWF	Greater Western Flank
HOA	Heads of Agreement
IOGP	International Association of Oil & Gas Producers
JKM	Japan Korea Marker
JV	Joint venture
KGP	Karratha Gas Plant
LHS	Left hand side
LNG	Liquefied natural gas
LPG	Liquefied petroleum gas
MMBtu	Million British thermal units
Mtpa	Million tonnes per annum
NPAT	Net profit after tax
NWS	North West Shelf
PRRT	Petroleum resource rent tax
RFSU	Ready for start-up
RHS	Right hand side
ROACE	EBIT divided by average non-current liabilities and average equity attributable to equity holders of the parent
ROI	Return on investment
SPA	Sale and purchase agreement
PSE	Process safety event
TRIR	Total recordable injury rate
Ullage	Available capacity
Unit production costs	Production costs divided by production volume

OVERVIEW

PETER COLEMAN

Chief Executive Officer and Managing Director

Fundamentals

Ready for growth

Low-cost producer

Low-cost developer

Targeting Asian energy demand

OVERVIEW

Our focus

Outstanding base business	+ Driving efficiency and low costs + Continuous improvement
Maximising existing infrastructure	+ Leveraging existing infrastructure to unlock value in captured resources
Creating value	+ New growth platforms around strategic hubs + Developing new markets and uses

OVERVIEW

Woodside today

- Compelling global upstream hydrocarbon portfolio
- Low-cost, high-margin producer
- Robust financial position
- Increasing shareholder value from both committed and future growth
- Outstanding technological and innovation capability

OVERVIEW

Introducing the Horizons

Horizon I

2017-2021

CASH GENERATION

Committed growth
+ Wheatstone
+ Greater Enfield
+ Persephone, GWF-2

Pluto expansion
Senegal (SNE)

+

Horizon II

2022-2026

VALUE UNLOCKED

Browse *Scarborough* *Myanmar*

+

Horizon III

2027+

SUCCESS REPEATED

Kitimat *Sunrise* *Exploration discoveries*

Legend

Committed projects
Pre-FID projects

1. Horizon I growth opportunities include: (1) Pluto expansion with targeted FID of 2H 2018 and RFSU of 2021; and (2) Senegal with targeted FID of 2019 and RFSU of 2021-2023. Horizon II growth opportunities include Browse with targeted FID of 2020 and RFSU of 2025. For target financial estimates in this presentation, Scarborough RFSU is assumed to occur at the end of 2026. Myanmar, Kitimat and Sunrise are not included in the estimates.

OVERVIEW

Roadmap for today

1. Portfolio of opportunities	2. Financial Update	3. Operations	4. Exploration	5. Technology Affordable Energy
Horizon I 2017-2021	**Horizon I** 2017-2021	**Horizon I** 2017-2021	**Horizon I** 2017-2021	**Horizon I** 2017-2021
Horizon II 2022-2026	**Horizon II** 2022-2026		**Horizon II** 2022-2026	**Horizon II** 2022-2026
Horizon III 2027+			**Horizon III** 2027+	**Horizon III** 2027+

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OVERVIEW

Defining the future

Horizon I

2017-2021

CASH GENERATION

Increasing returns

Committed growth

Investment ready

Market rebalancing

Targets:

+ Competitive TSR
+ Strong shareholder distributions
+ High gross margins
+ Aggregate free cash flow >$4.5bn[1]
+ Committed production growth and upside
+ Investments funding Horizon II growth

1. Targeted free cash flow is not guidance. It is based on an estimate, which uses the assumptions set out in the 'Disclaimer and important notice' slide above. Oil price assumption of $55/bbl Brent in 2017 and $65/bbl Brent (2017 real terms, inflated at 2%) from 2018 onwards. Any changes to the underlying assumptions could cause actual free cash flow to differ materially.

OVERVIEW

World-class LNG and oil

Horizon II

2022-2026

VALUE UNLOCKED

Delivering projects to meet growing demand

New supply required

Targets:

+ Ongoing earnings and cash flow from new projects
+ Strong shareholder distributions
+ Burrup Hub created, extending asset life by 25+ years
+ Developed reserve base doubled
+ ROACE ~10%[1]

1. Targeted ROACE is not guidance. It is based on an estimate, which uses the assumptions set out in the 'Disclaimer and important notice' slide above. Oil price assumption of $55/bbl Brent in 2017 and $65/bbl Brent (2017 real terms, inflated at 2%) from 2018 onwards. Any changes to the underlying assumptions could cause actual ROACE to differ materially.

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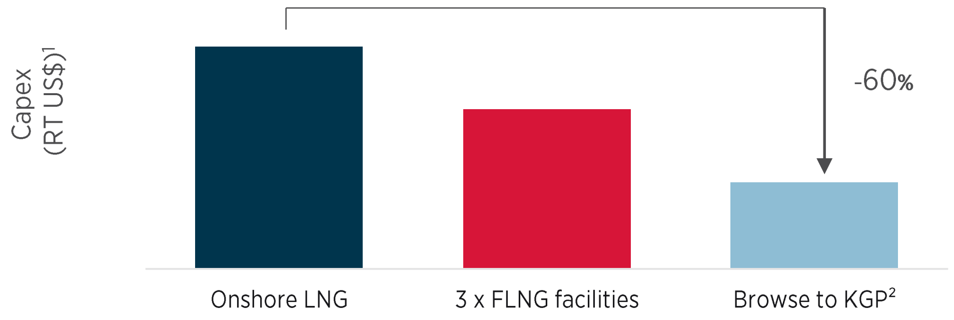
OVERVIEW

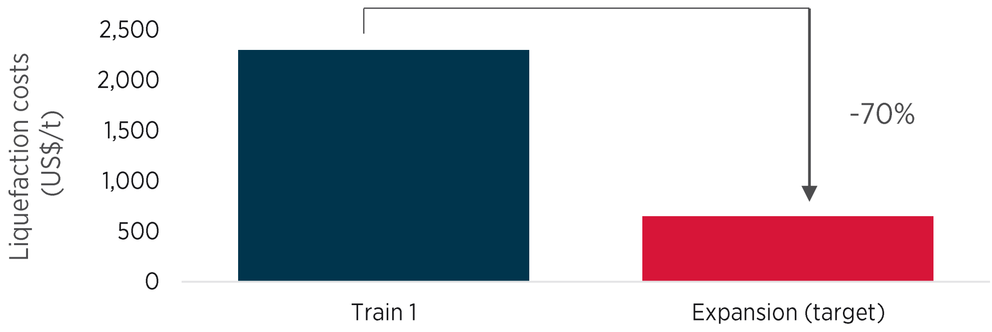
Low-cost growth

Browse LNG



- Leveraging existing infrastructure
- One of the world's lowest-cost undeveloped resources

Pluto LNG



- Liquefaction costs significantly lower than foundation train costs
- Utilising recent Gulf Coast LNG experience to target a low cost mid-sized train design

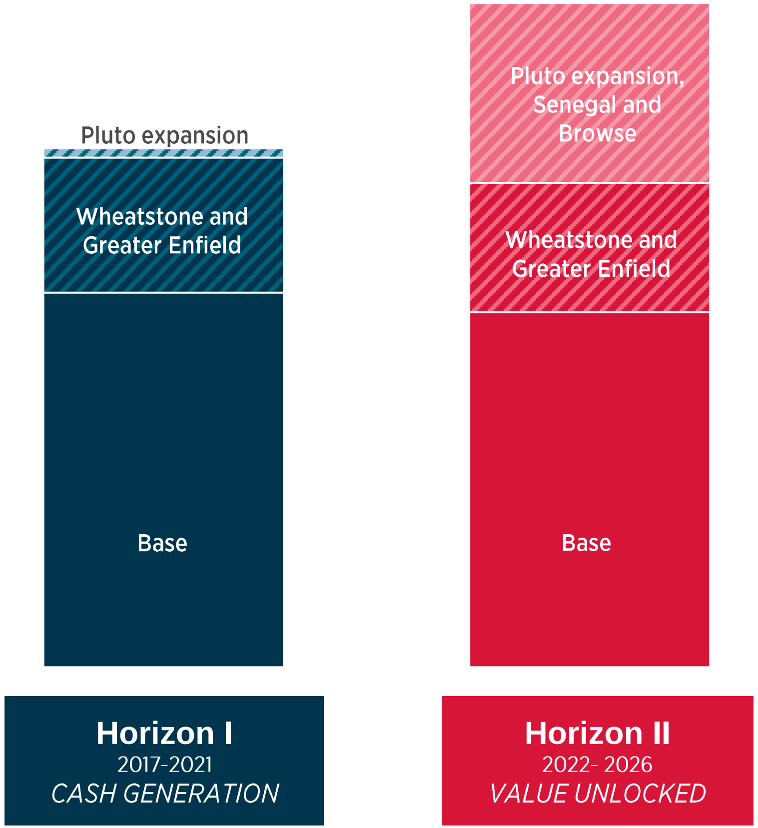
- Leading ROACE
- High margins
- Low capital intensity

1. Real terms at time of concept consideration.
2. Browse to KGP figure is based on pre-concept select level cost estimate. Excludes expenditure by the NWS Joint Venture and any applicable toll.

OVERVIEW

Significant cash generation

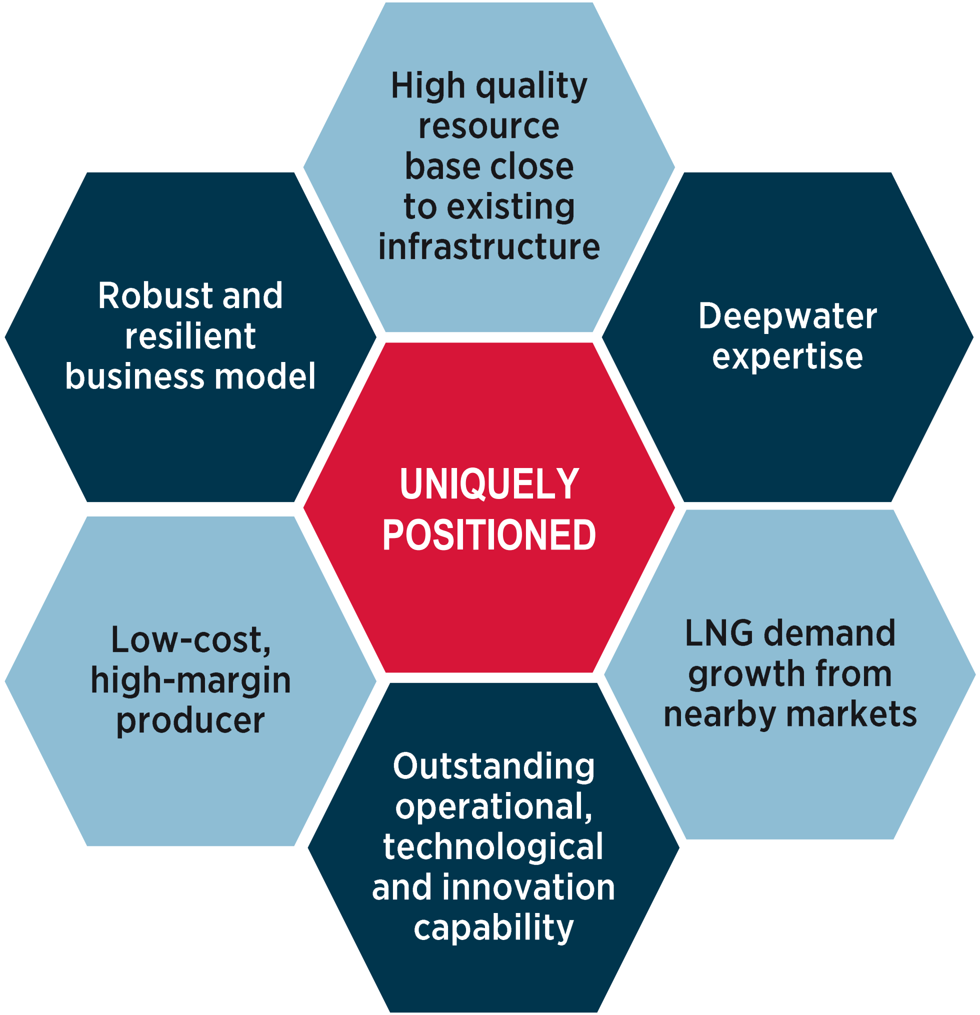
Cash flow from Operations[1]



- Significant cash generation from:
  - Existing business and sanctioned projects
  - Pluto expansion and Senegal
- Cash funding Horizon II growth opportunities

1. Targeted cash flow from Operations is not guidance. It is based on an estimate, which uses the assumptions set out in the 'Disclaimer and important notice' slide above. Oil price assumption of $55/bbl Brent in 2017 and $65/bbl Brent (2017 real terms, inflated at 2%) from 2018 onwards. Any changes to the underlying assumptions could cause actual cash to differ materially.

Differentiated business model



OVERVIEW

Strategy delivers value & sustainable shareholder distributions

Horizon I 2017-2021 — *CASH GENERATION*

- Lower capital intensity developments
- New revenue streams
- Preparing for Horizon II growth
- New growth platforms through exploration
- Expanding the LNG market

Horizon II 2022-2026 — *VALUE UNLOCKED*

- Developments leveraging existing infrastructure
- Growth funded by base business and Horizon I growth
- Monetise exploration success
- Increase supply to new and traditional markets

Horizon III 2027+ — *SUCCESS REPEATED*

- Capital efficient developments
- Unlock new major hubs

Outstanding base business

Sustainable energy

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OVERVIEW

Carbon resilience

+ Responding to the Paris Agreement and COP21

+ Endorsed the World Bank Zero Routine Flaring by 2030 Initiative

Improving energy efficiency

+ Reducing flaring and energy consumption in operations
+ Assessing application of renewables to existing assets
+ Pursuing disclosed energy efficiency targets

Future energy mix

+ Gas is a lower emission, cleaner energy alternative in a de-carbonising world
+ Gas is well positioned to reliably support the intermittency of renewable energy
+ All future projects are evaluated under a range of forward outlooks

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OVERVIEW

Summary

Generating increasing cash flow and strong shareholder distributions from the existing business and committed projects

Unlocking value by delivering capital efficient developments to meet growing demand

Maximising the value of existing infrastructure

FINANCIAL UPDATE

ANTHEA MCKINNELL
Acting Chief Financial Officer

2016 financial performance

Operating performance	Financial performance	Balance sheet[1]	Shareholder value
Total annual production **94.9 MMboe**	NPAT **$868m**	Liquidity **$2.7bn**	Full year dividends[2] **83 cps**
	Operating cash flow **$2.6bn**	Gearing **24%**	EPS[2] **104 cps**
	Free cash flow **$114m**	S&P Global credit rating **BBB+**	
	Break even cash cost of sales **$8.5/boe**	Moody's credit rating **Baa1**	

1. As at 31 December 2016.
2. US cents per share.

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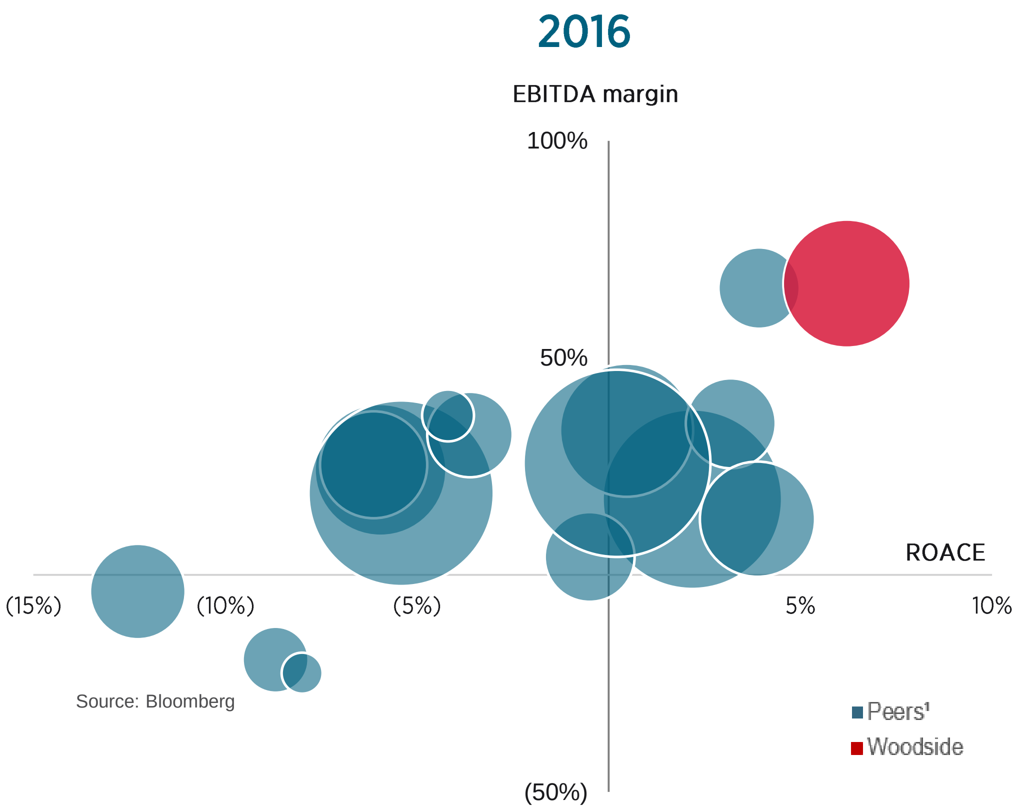
Leading margins and ROACE



Peer leading EBITDA margins

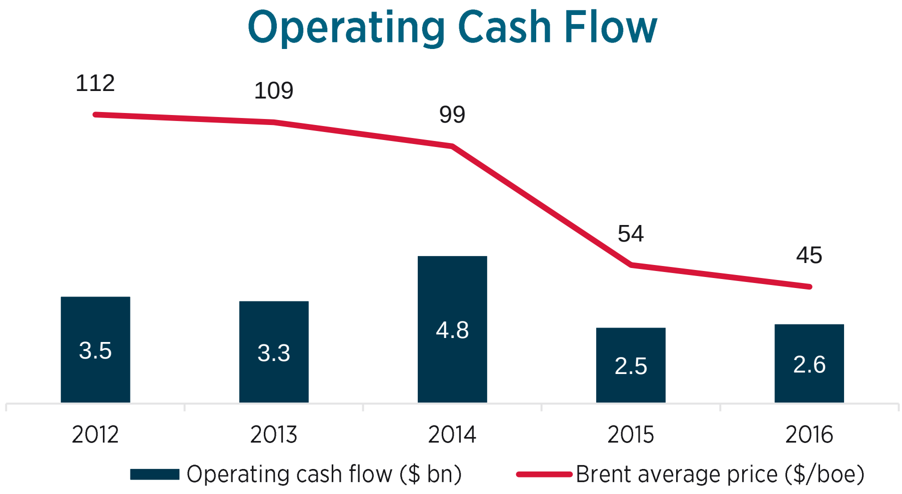
+ Reliable low cost production
+ Strong realised LNG pricing

Top quartile ROACE

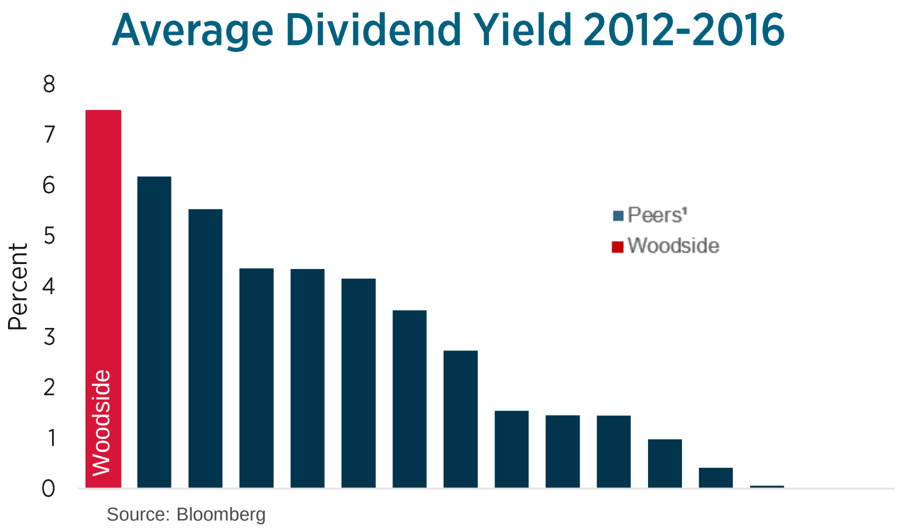
1. Refer to 'Disclaimer and important notice' slide for peer group. Bubble size represents market capitalisation as at 18 May 2017.

FINANCIAL UPDATE

Cash flow supports dividends and growth



Base business produces strong cash flows



Returned funds to shareholders while investing in growth

- Dividend yield of 5%[2] in 2016
- Distributed $6.9 billion of fully-franked dividends since 2012
- Target maintaining 80% dividend payout ratio[3]

1. Refer to 'Disclaimer and important notice' slide for peer group. Data for one peer not available from source.
2. Dividend yield = gross dividend/share price at year-end 2016.
3. Current dividend payout ratio, at 80% of underlying NPAT, will be maintained, subject to market conditions.

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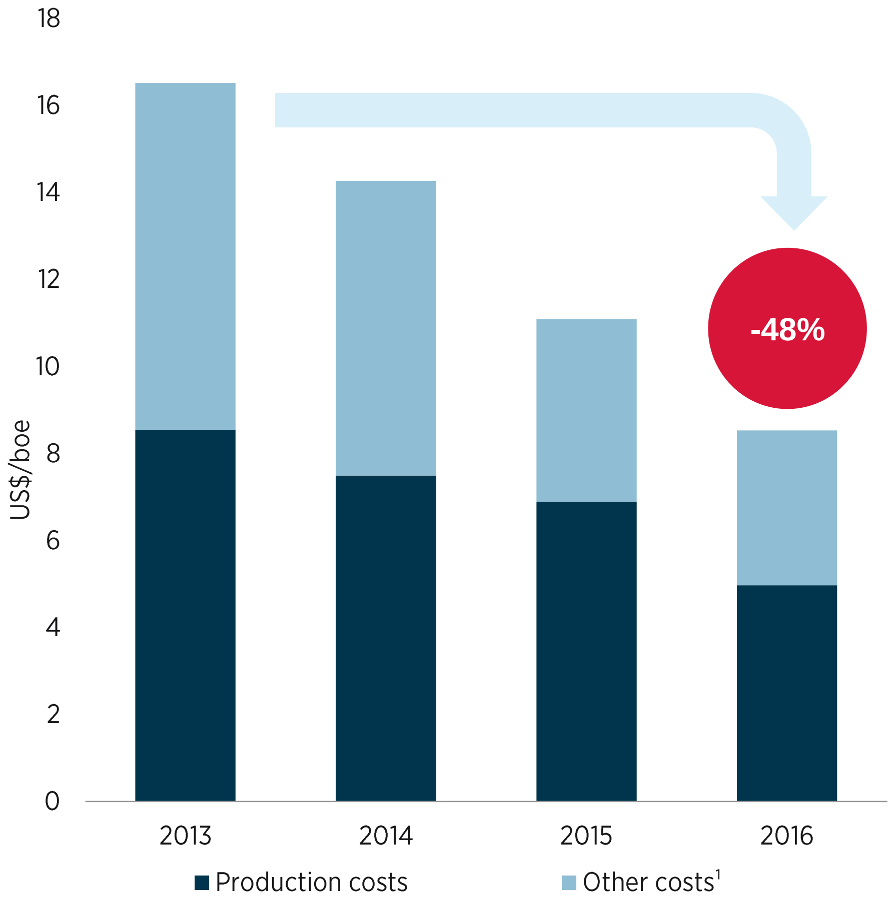
FINANCIAL UPDATE

Cost focus continues

Weighted average unit cash cost of sales



1. 'Other costs' includes royalty and excise, shipping and direct sales costs, carbon costs and insurance. It excludes expenses associated with onerous lease, exploration & evaluation, general & administrative, depreciation & amortisation, PRRT and income tax.

Maintaining low cash cost of sales

- Embedded structural change
- Removing technical constraints
- Using industry leading technology and analytics
- Minimising price escalation exposure

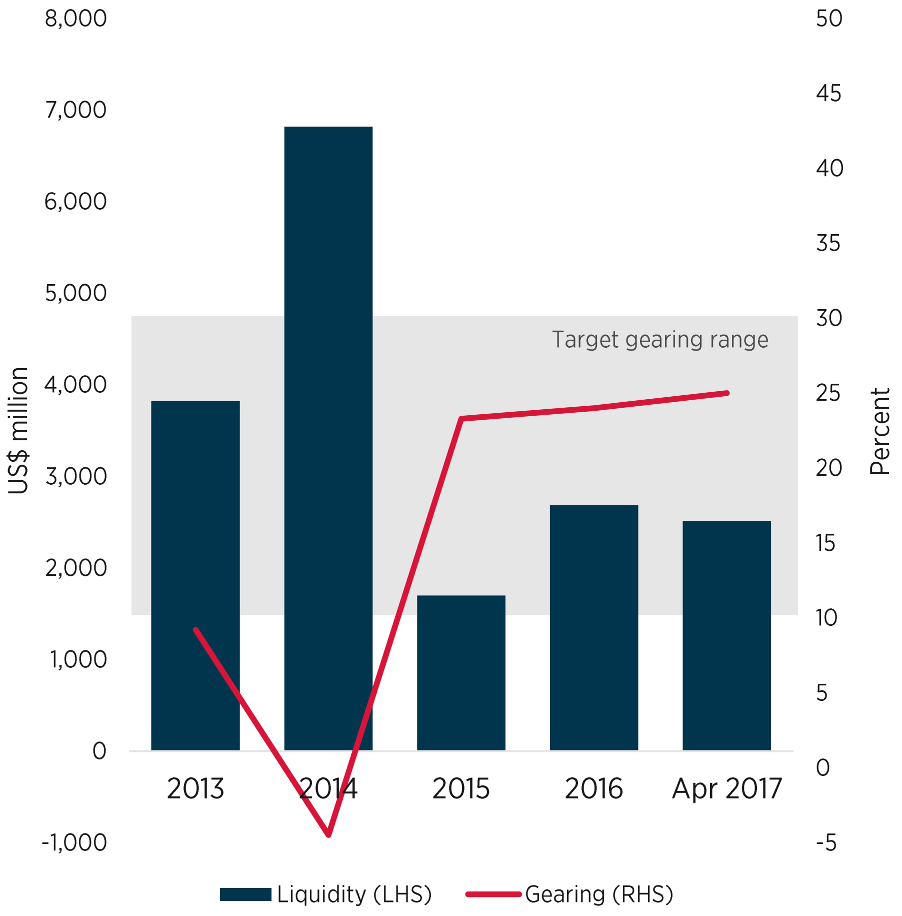
Working to deliver future low cost of supply

- Leveraging hub infrastructure
- Capitalising on technology and innovation capability
- Developing resources close to LNG markets

FINANCIAL UPDATE

Strong liquidity

Liquidity and Gearing



Well positioned to fund growth

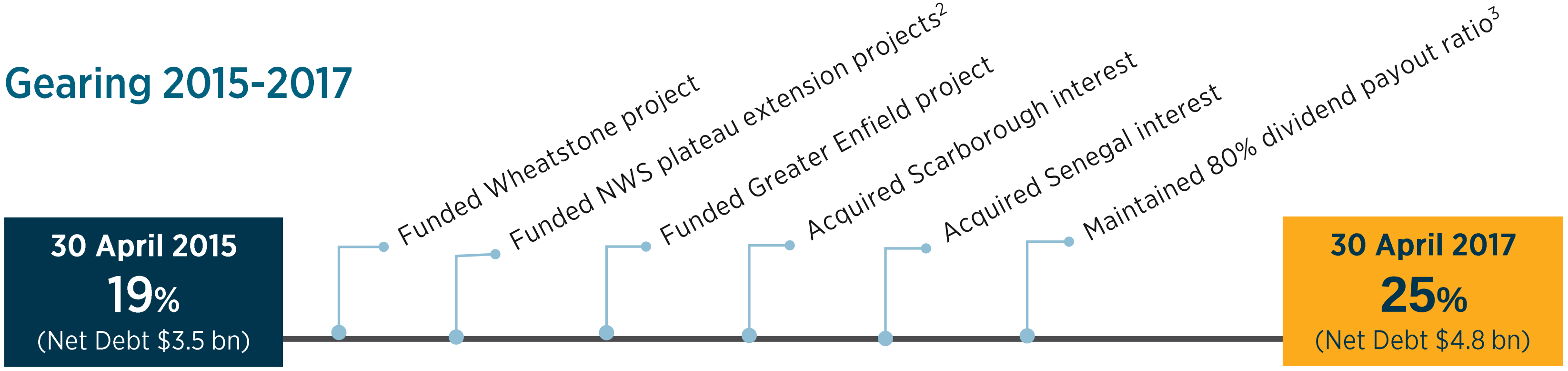
+ Liquidity of $2.5 billion[1]
+ Gearing at 25%[1]
+ Strong investment grade credit ratings:[1]
  + S&P Global BBB+
  + Moody's Baa1

1. As at 30 April 2017.

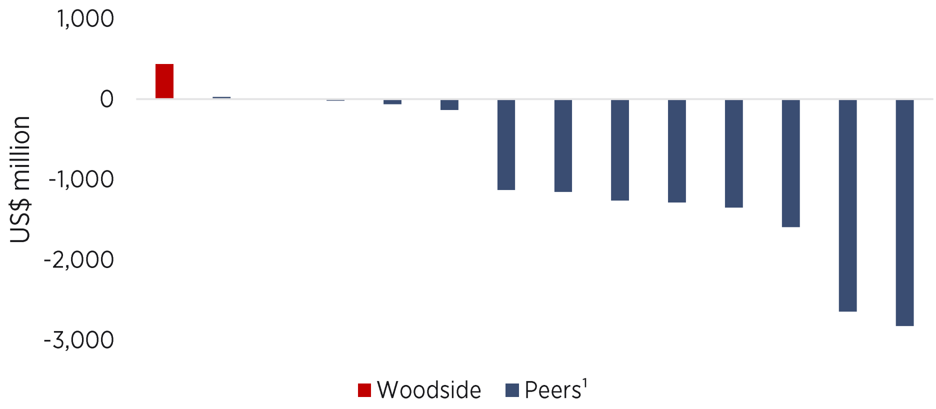
FINANCIAL UPDATE

Balance sheet supports growth

Gearing 2015-2017



Net acquisitions, divestments and equity raisings (2016)



Source: Bloomberg

Balance sheet strength enabled us to acquire assets while most peers were divesting and/or raising equity

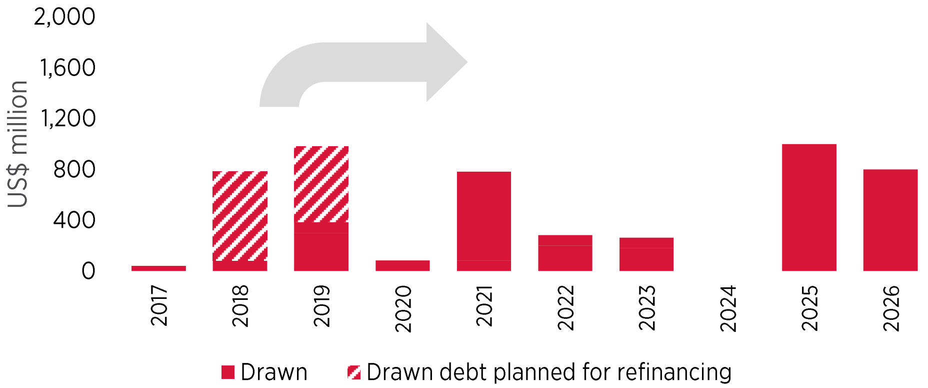
Continue to target 25% gearing; 10-30% across the investment cycle

1. Refer to 'Disclaimer and important notice' slide for peer group, data for two peers not available.
2. NWS plateau extension projects: GWF Phase 2 and Persephone.
3. Dividend Reinvestment Plan activated for 2015 final dividend.

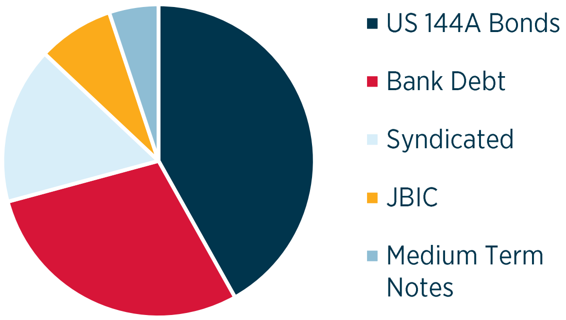
FINANCIAL UPDATE

Access to premium diversified debt markets

Drawn Debt Maturity Profile



Total Debt Portfolio



Access to capital markets at competitive rates

- Issued $800 million, 10-year 144A bond, 3.7% coupon
- Diversifying our debt investor base

Competitive pre-tax portfolio cost of debt 3.3% p.a.[1]

Managing 2018-19 debt maturity profile

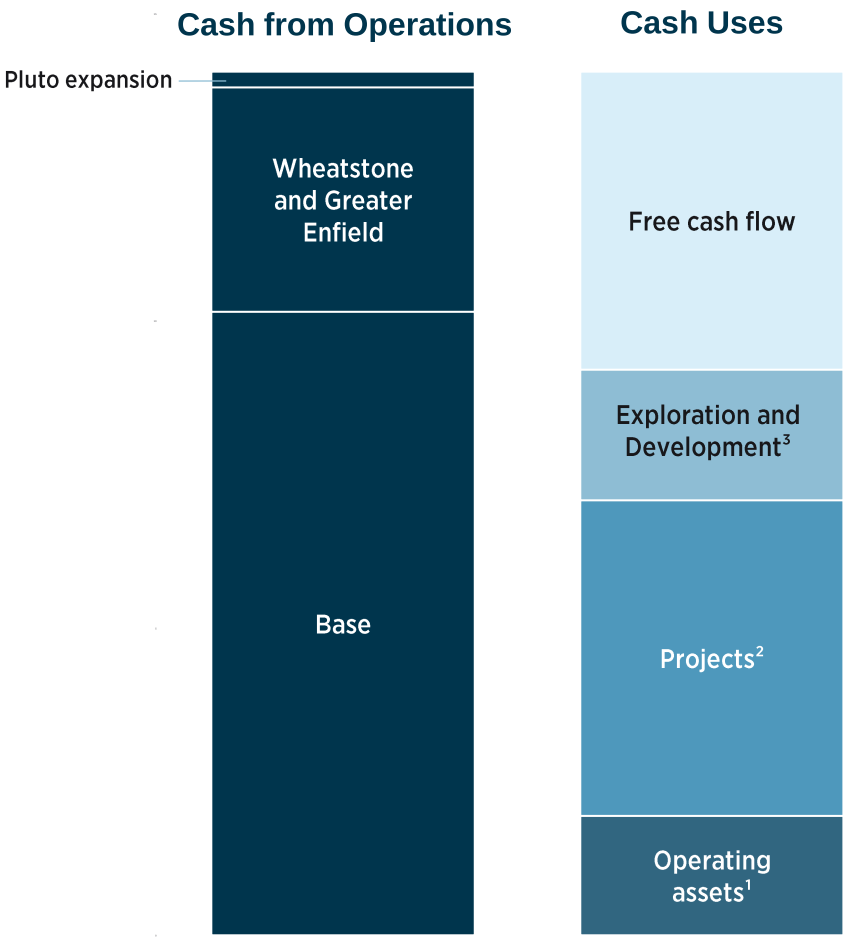
- Extending average term to maturity
- Executed evergreen options on $800 million of bilateral facilities[2]

1. As at 30 April 2017.
2. Since 30 April 2016.

FINANCIAL UPDATE

Horizon I

Cumulative 2017-2021:



Developing lower capital intensity, quicker to market opportunities

+ Leveraging existing infrastructure
+ Senegal and Pluto expansion

Cash funded growth targets:[4]

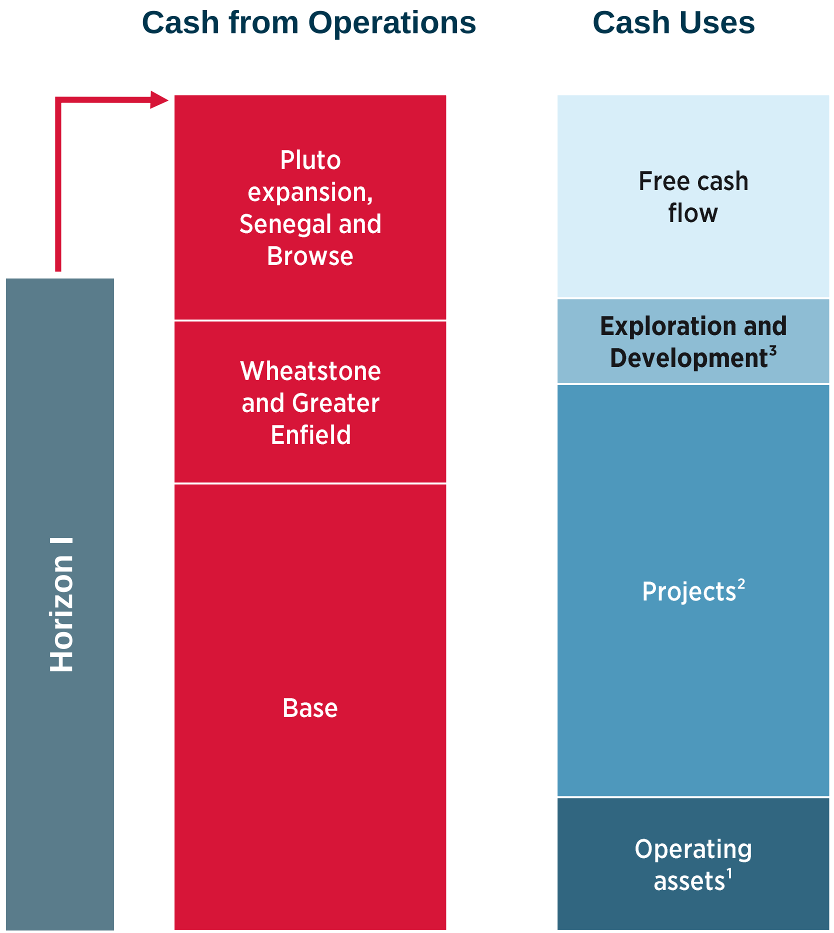
+ Aggregate free cash flow >$4.5 bn
+ Target maintaining 80% dividend payout ratio
+ Gearing on average ~25%
+ ROACE ~8% by 2021

1. Capital spend on operating assets delivering cash flow during the period, namely Pluto, NWS and Australian Oil.
2. Post-FID spend for projects under construction, namely Wheatstone, Greater Enfield, Pluto expansion, Julimar subsequent development, Senegal and Browse. For projects not currently sanctioned, it is assumed a positive FID will be taken.
3. Exploration and Pre-FID development activities spend.
4. Targets are not guidance. They are based on estimates which use the assumptions set out in the 'Disclaimer and important notice' slide above. Oil price assumption of $55/bbl Brent in 2017 and $65/bbl Brent (2017 real terms, inflated at 2%) from 2018 onwards. Any changes to the underlying assumptions could cause actual results to differ materially.

FINANCIAL UPDATE

Horizon II

Cumulative 2022-2026:



1. Capital spend on operating assets delivering cash flow during the period, namely Pluto, NWS, Australian Oil, Wheatstone, Greater Enfield, Senegal and Browse.
2. Post-FID spend for projects under construction (assuming positive FIDs taken), namely Browse, Scarborough, Julimar subsequent development and Senegal.
3. Exploration and Pre-FID development activities spend.
4. Targets are not guidance. They are based on estimates which use the assumptions set out in the 'Disclaimer and important notice' slide above. Oil price assumption of \$55/bbl Brent in 2017 and \$65/bbl Brent (2017 real terms, inflated at 2%) from 2018 onwards. Any changes to the underlying assumptions could cause actual results to differ materially.

Operating cash flow growth target:[4]

+ 25-30% increase delivered by Horizon I projects

Developing LNG assets to meet supply gap

+ Burrup Hub, leveraging existing infrastructure
+ Phased development of complex projects

Cash funded growth targets:[4]

+ Target maintaining 80% dividend payout ratio
+ Gearing on average ~25%
+ ROACE ~10% by 2026

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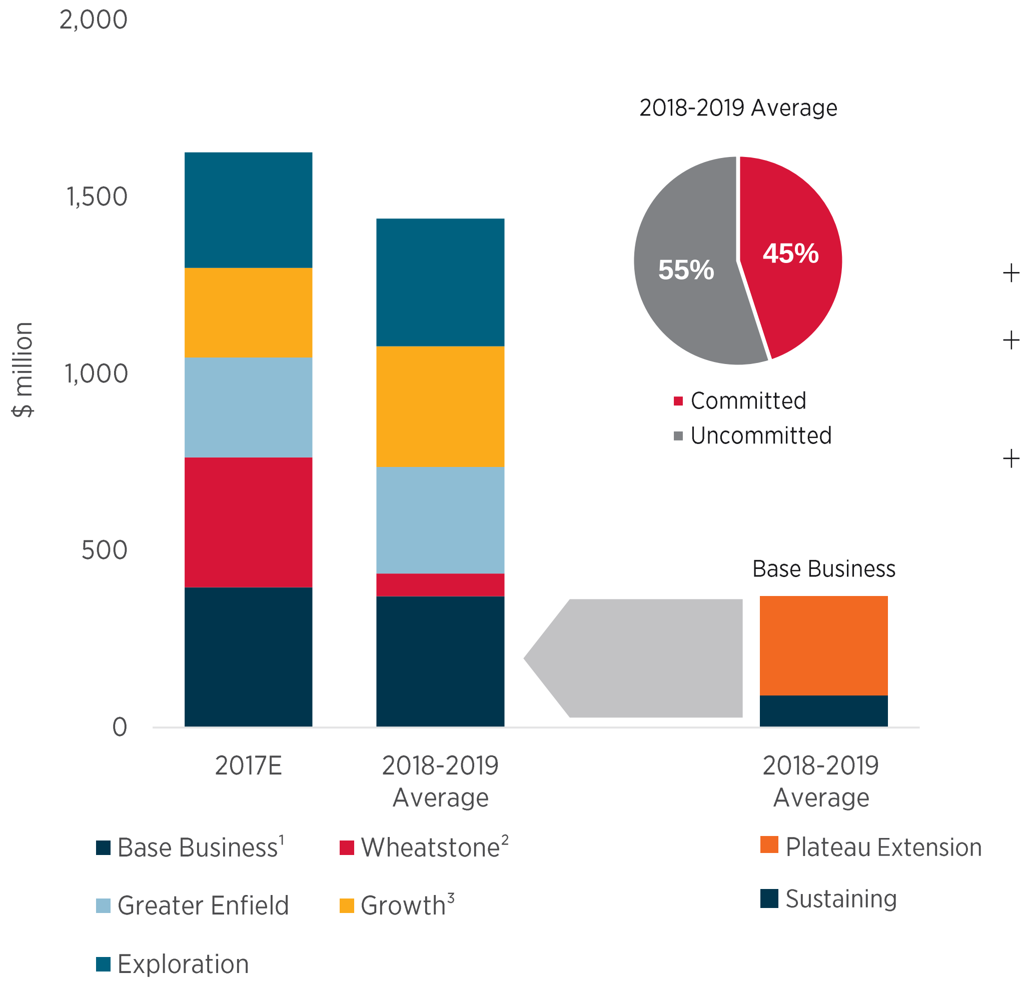
FINANCIAL UPDATE

Investment



- Low Base Business spend
- Project spend declines as Wheatstone starts-up
- Committed spend expected to reduce in 2018

1. Base Business operating assets delivering cash flow during the period, namely Pluto, NWS and Australia Oil.
2. Wheatstone includes Julimar.
3. Growth includes Pluto expansion, Senegal, Browse, Scarborough, Myanmar, Kitimat and other spend.

MARKET

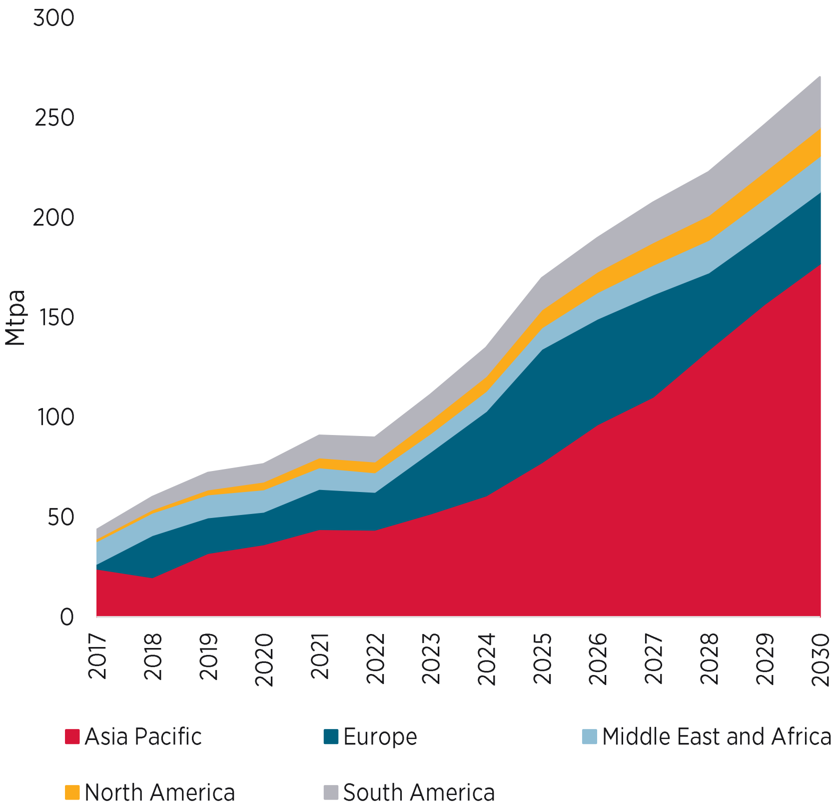
REINHARDT MATISONS
Executive Vice President Marketing, Trading and Shipping

STEPHEN HALL
Vice President, Strategy and Assurance

MARKET

LNG demand continues to grow

Uncontracted LNG demand



Source: Wood Mackenzie Ltd., Q1 2017

+ Uncontracted demand growth driven by Asia Pacific
+ Supply will be absorbed by the market
+ Proximal suppliers advantaged
+ Woodside well placed

MARKET

Increasing support for natural gas

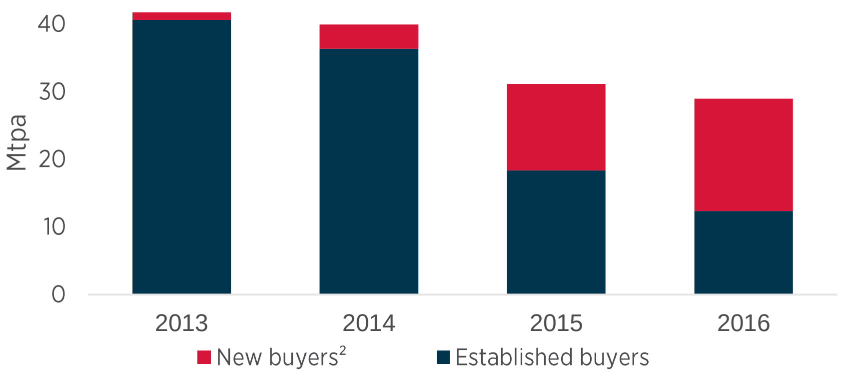
Key drivers

- National energy policies supporting gas
  - China's 13th five-year plan
- International Marine Organisation's global cap on sulphur emissions by 2020
- Emerging markets turning to LNG imports
- Momentum building for LNG as a transport fuel

MARKET

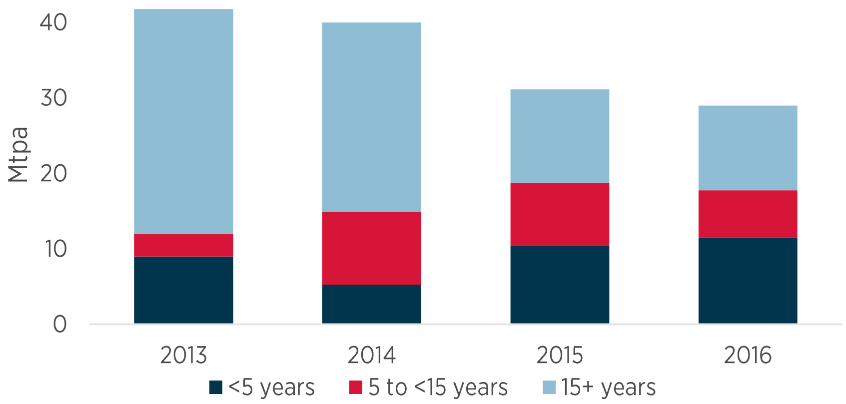
Increasing diversity of LNG market

New LNG contracts by buyer type[1]



Source: Woodside interpretation of IHS Markit

New LNG contracts by duration[1]



Source: Woodside interpretation of IHS Markit

+ New buyers accounted for ~60% of LNG contracts executed in 2016
+ Market liquidity increasing, price volatility remains
+ Term contracts still required by many buyers
+ Buyer contract preferences reflect diversity of needs

1. Includes binding SPAs and tenders. Based on year contracts signed.
2. New buyers have signed first SPA or binding tender in 2013 or later.

woodside

MARKET

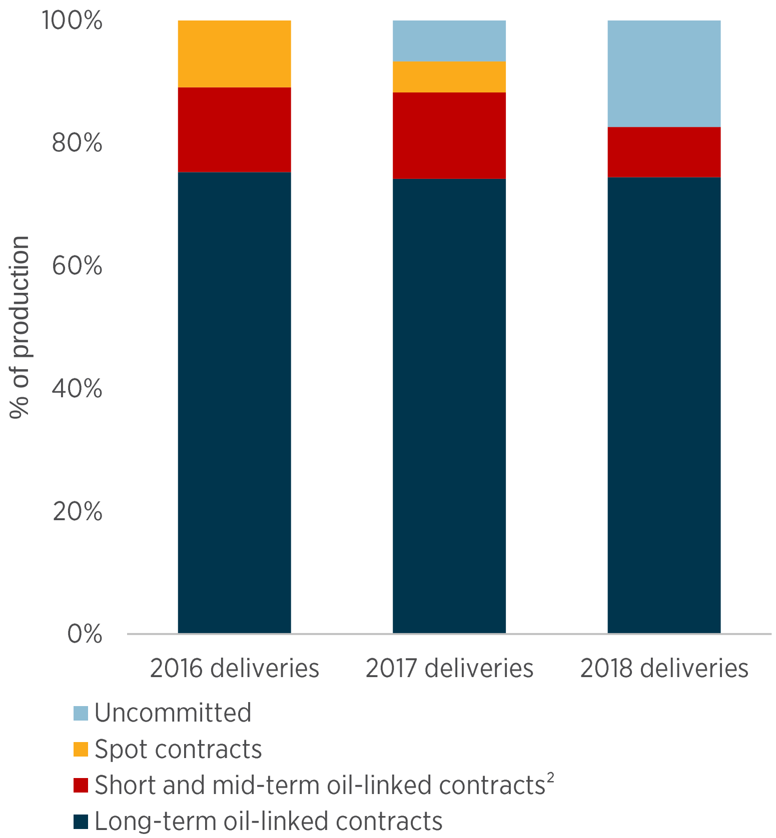
A global portfolio LNG supplier

Revenue stability	+ Long-term contracts
Operational flexibility	+ Spot market buffer and control of shipping
Resilience to downside	+ Margin enhancement
Access to upside	+ Increasing portfolio flexibility
Creation of new markets	+ LNG fuels and LNG-to-power

MARKET

Balancing revenue and operational flexibility

2016-2018 LNG[1]



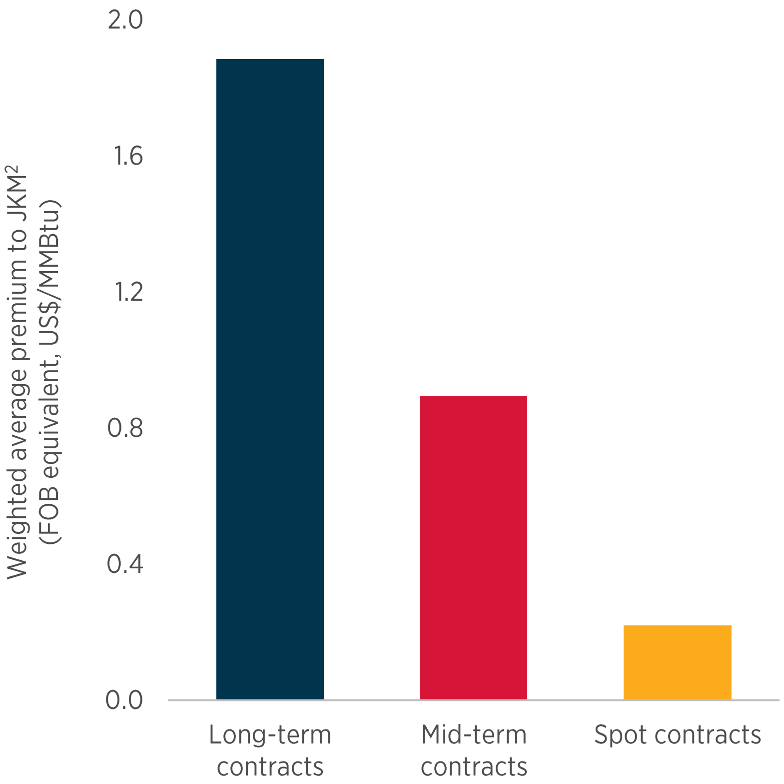
- 80-90% of expected LNG production under oil-linked contracts
- Long-term contracts underpin revenue
- Mid-term contracts increase in the year before production
- Balance of production used to manage uncertainty
- Providing customers with flexibility supports robust prices

1. As at 19 May 2017. Includes Pluto, NWS and Wheatstone.
2. Includes some buyer options.

MARKET

Delivering strong price outcomes

Woodside LNG price outcomes[1]



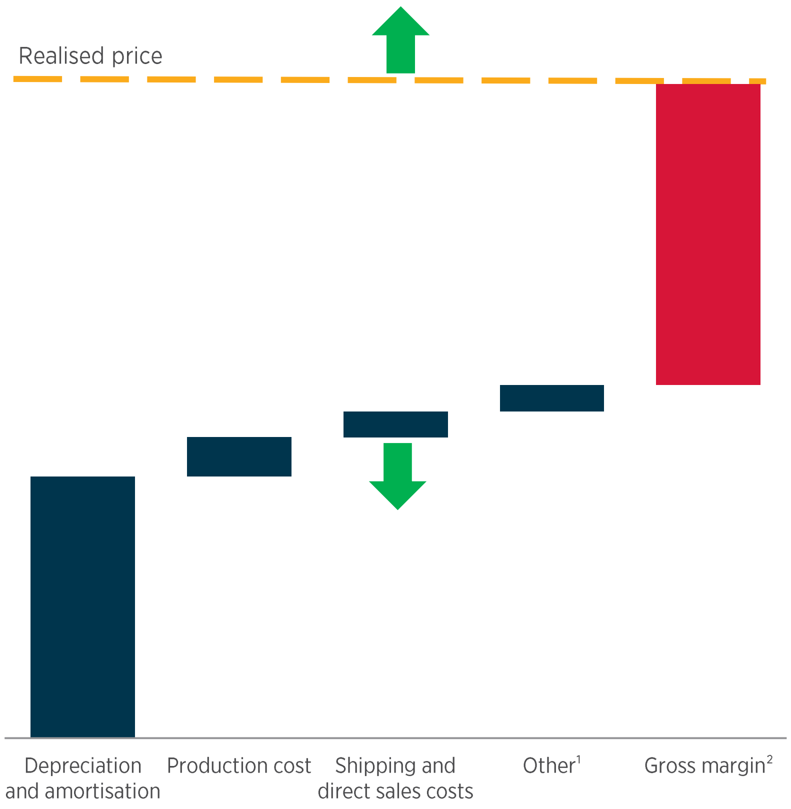
- Long-term contracts delivering stable and robust prices
- Mid-term sales optimising revenue as production clarity and market allows
- Spot sales outperforming market
- 11 price reviews settled in 2016, three to finalise. Next reviews from 2019
- Recent mid-term contracts at lower slopes in line with market

1. Based on the period April 2016 to March 2017.
2. JKM FOB equivalent is the Platts JKM adjusted using Woodside proxy shipping costs, including boil off gas.

MARKET

Resilient to price downside

2016 Pluto gross margin



- Ongoing focus on margin enhancement
- Latest ships delivering 40% more volume for half the boil-off
- Cargo and vessel swaps to increase revenue
- Each delivery optimised to maximise value

1. 'Other' includes insurance, inventory movements and trading intersegment adjustments.
2. Gross margin for all Pluto products including processing and services revenue.

MARKET

Increasing upside

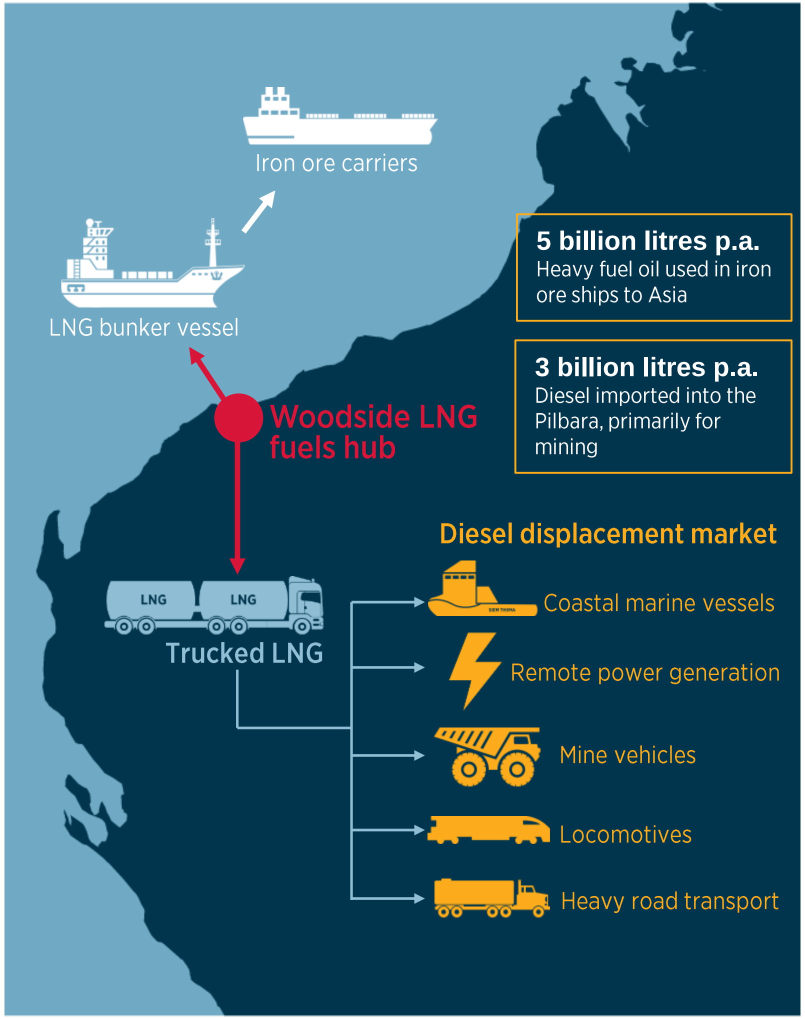
Horizon I LNG portfolio targets

20% ↑	Total LNG supply
2x ↑	Equity-lifted LNG
2x ↑	Number of supply sources

- + Delivered by growing portfolio scale and flexibility
- + DES sales with control of shipping
- + Cargo purchases to increase supply diversity and create arbitrage opportunities
- + Improved ability to offer variety of volume, term and pricing

MARKET

Creating an LNG fuels market



- LNG has significant potential as an alternative fuel for heavy transport
- Compelling proposition in the Pilbara
- Leveraging existing infrastructure to establish an LNG fuels hub and grow market
- Targeting simple and scalable distribution facility at Pluto in 2018
- Partnering with industry

woodside

HORIZON I

PETER COLEMAN

Chief Executive Office and Managing Director

Defining the future

Horizon I

2017-2021

CASH GENERATION

Increasing returns

Committed growth

Investment ready

Market rebalancing

Targets:

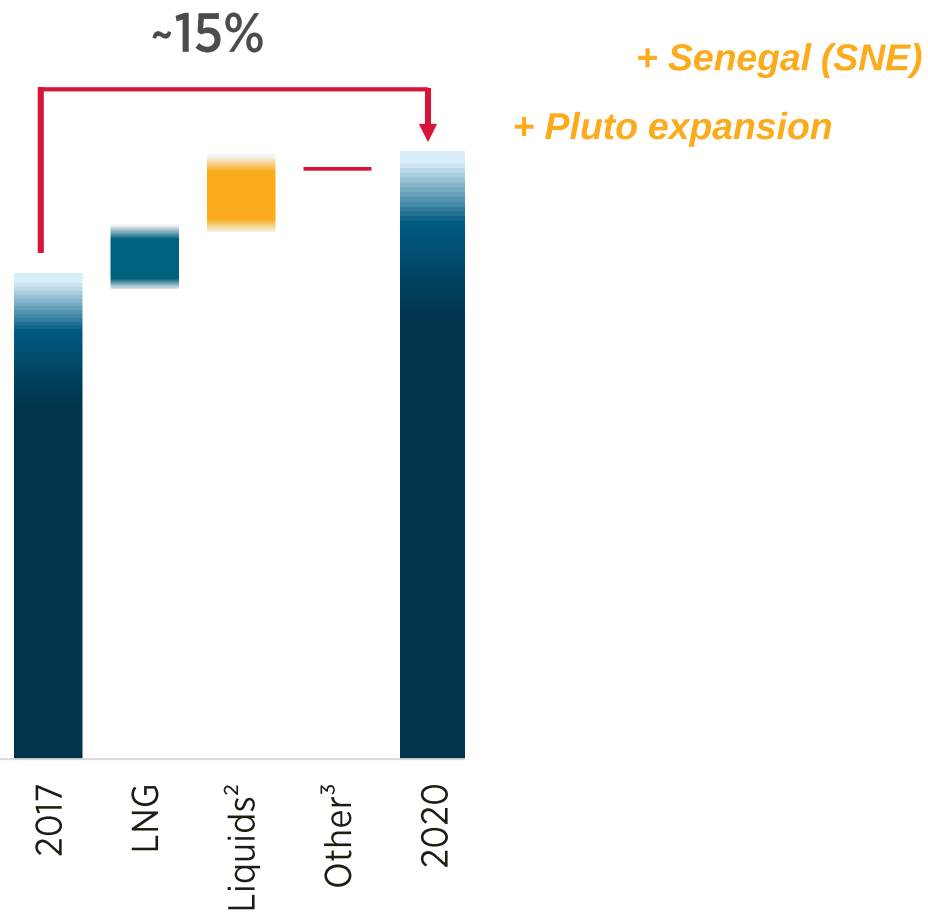
+ Competitive TSR
+ Strong shareholder distributions
+ High gross margins
+ Aggregate free cash flow >$4.5bn[1]
+ Committed production growth and upside
+ Investments funding Horizon II growth

1. Targeted free cash flow is not guidance. It is based on an estimate, which uses the assumptions set out in the 'Disclaimer and important notice' slide above. Oil price assumption of $55/bbl Brent in 2017 and $65/bbl Brent (2017 real terms, inflated at 2%) from 2018 onwards. Any changes to the underlying assumptions could cause actual free cash flow to differ materially.

HORIZON I

Committed production growth with upside potential

Production growth

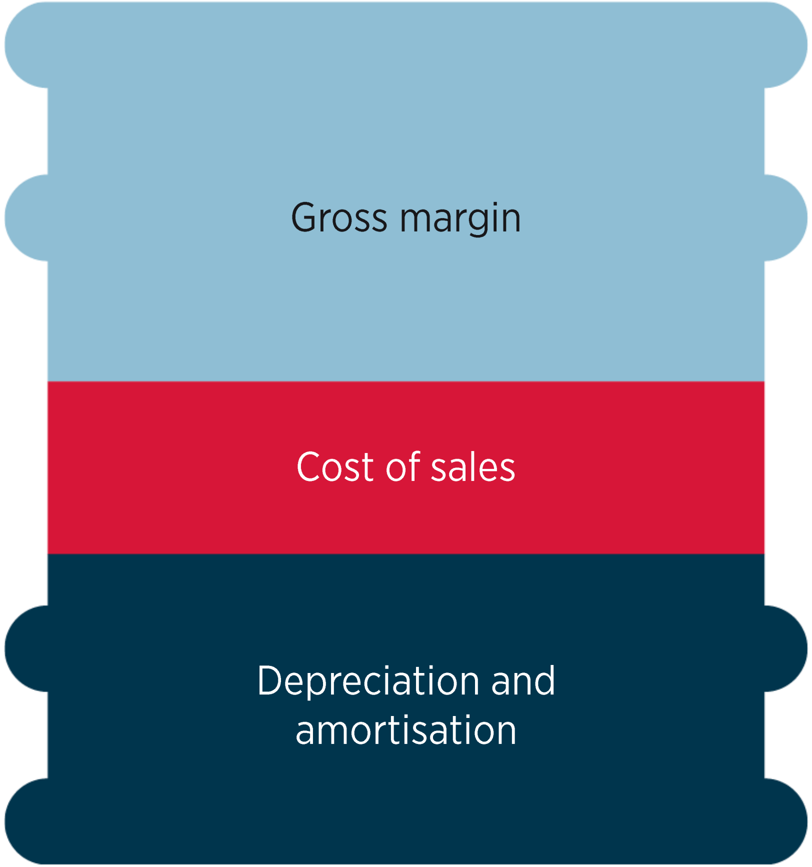


- Production growing ~15% from 2017 to 2020[1]
- In 2020 we expect:
  - Wheatstone to deliver > 13 MMboe
  - Greater Enfield to deliver > 10 MMboe
  - GWF-2 and Persephone to contribute > 10 MMboe
- Pluto expansion and Senegal have potential to contribute further 18 MMboe per annum following start-up

1. Based on existing business and project schedules of currently sanctioned projects including NWS subsea tieback projects, Wheatstone Project and Greater Enfield Project.
2. Liquids includes oil and condensate.
3. Other includes pipeline gas and LPG.

HORIZON I

Maintaining high margins through Horizon I



Horizon 1 targets:

- Gross margins of 40-45%[1] maintained
- Cash margins approximately 80%[1]

1. Gross margin and cash margin targets are not guidance. They are based on estimates which use the assumptions set out in the 'Disclaimer and important notice' slide above. Oil price assumption of $55/bbl Brent in 2017 and $65/bbl Brent (2017 real terms, inflated at 2%) from 2018 onwards. Any changes to the underlying assumptions could cause actual margins to differ materially.

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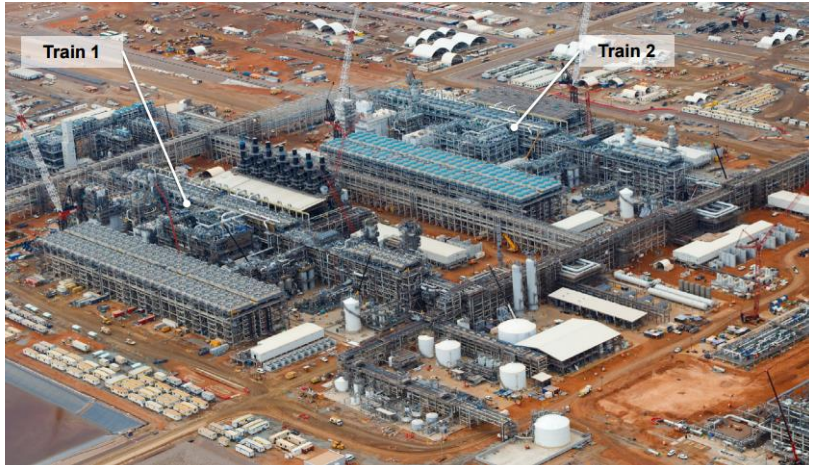
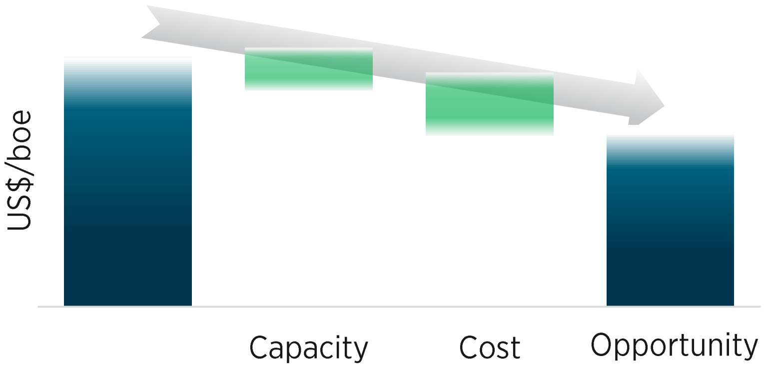
HORIZON I

Wheatstone: first production mid-2017



Value improvement opportunity



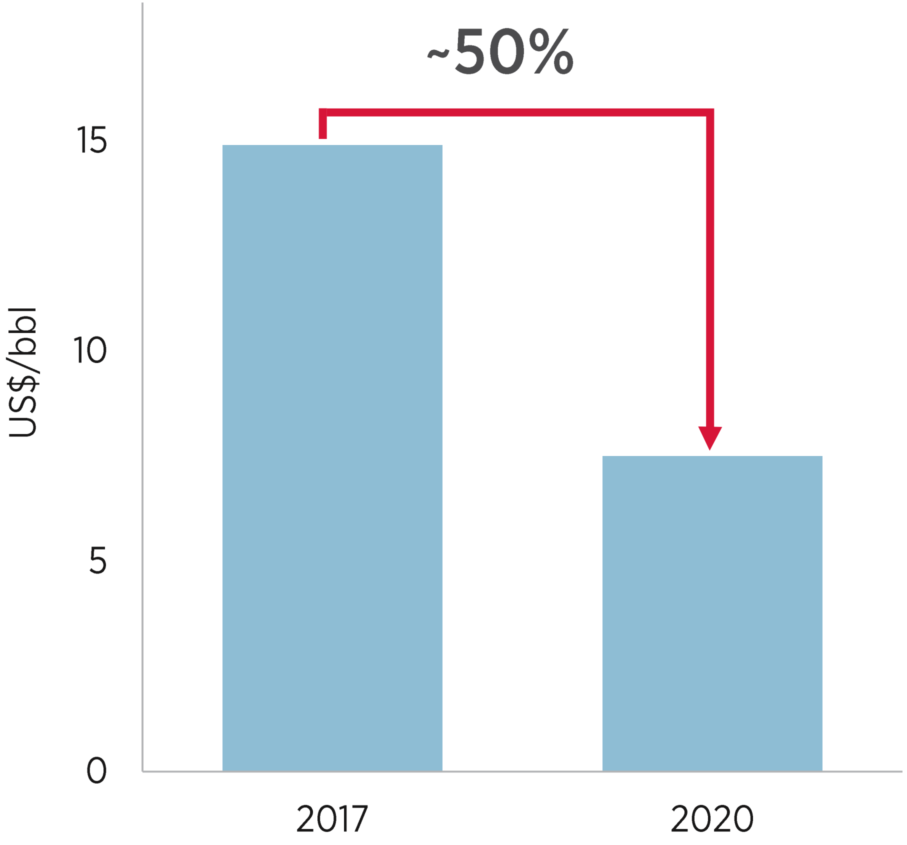
2016 Pluto Costs $3.30/boe

- Onshore compressor runs complete
- Offshore platform RFSU imminent
- Start-up on track for mid-2017
- Train 2 and Domestic Gas 6 to 8 months after Train 1
- 25 Woodside secondees
- Value enhancing opportunities:
  - Capacity enhancements (up to 10%)
  - Reducing operational costs

HORIZON I

Greater Enfield: high cash margins

Ngujima-Yin production costs



- Subsea tieback to Ngujima-Yin (Vincent)
- 22% complete (ahead of 19% planned)[1]
- First oil in mid-2019
- Oil production >24,000bbl/d[2]

1. As at 30 April 2017.
2. Woodside share, once steady state operations achieved.

HORIZON I

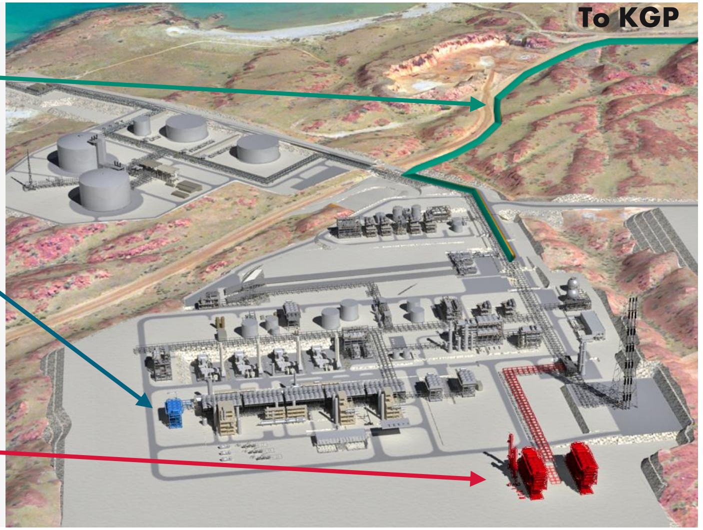
Pluto: increasing capacity through expansion

Expansion options[1]

Transfer pipeline:
~1 Mtpa gas pipeline between Pluto and KGP

Capacity enhancing:
0.7 Mtpa liquefaction module

Standalone system:
~1.5 Mtpa integrated modules



- Small expansion options for increasing liquefaction capacity
- Concepts targeting <$650/tonne

2017 Concept definition	H2 2018 FID	2021 RFSU

Target schedule

Plant capacity constraints

Flowlines → Platform → Trunkline → AGRU → Dehydration → Liquefaction → Storage & Loading

AGRU / Dehydration: Warm HRT completed → 0.7 Mtpa additional capacity

Liquefaction: Cold HRT scheduled for June

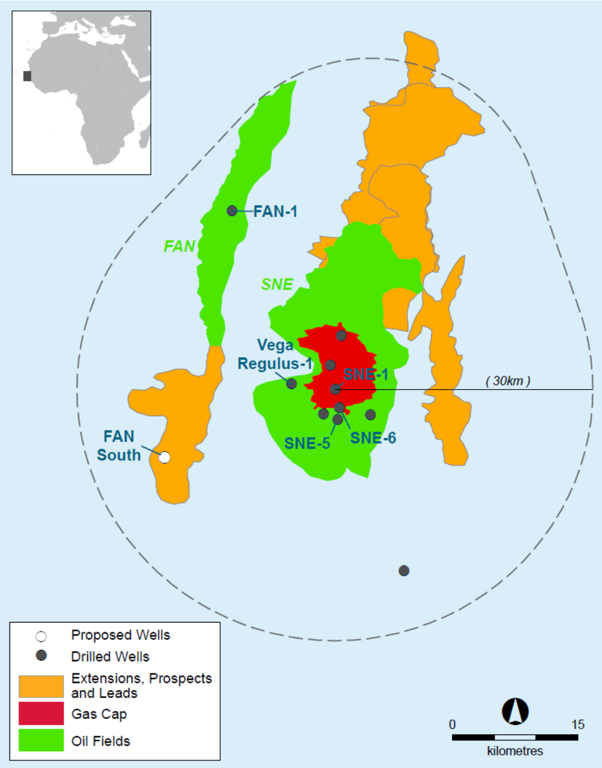
- 5+ Mtpa additional capacity
- 0 - 1.5 Mtpa additional capacity
- Further testing required

1. Subject to relevant joint venture participant approvals and agreement being obtained.

HORIZON I

Senegal oil: Delineating the resource base, preparing for development

Resources within 30-40 km of SNE Phase 1



- Three appraisal wells drilled in 2017:
  - SNE-5 / SNE-6: Further connectivity understanding of complex reservoirs
  - VR-1: High confidence reservoirs now well appraised
- Transition to Development Lead and subsequent Operator underway
- Phase 1 FPSO development targeting first oil as early as 2021

2018 FEED	2019 FID	2021–23 RFSU

Target schedule

HORIZON II

PETER COLEMAN
Chief Executive Officer and Managing Director

HORIZON II

World-class LNG and oil

Horizon II

2022-2026

VALUE UNLOCKED

Delivering projects to meet growing demand

New supply required

Targets:

- Ongoing earnings and cash flow from new projects
- Strong shareholder distributions
- Burrup Hub created, extending asset life by 25+ years
- Developed reserve base doubled
- ROACE ~10%[1]

1. Targeted ROACE is not guidance. It is based on an estimate, which uses the assumptions set out in the 'Disclaimer and important notice' slide above. Oil price assumption of $55/bbl Brent in 2017 and $65/bbl Brent (2017 real terms, inflated at 2%) from 2018 onwards. Any changes to the underlying assumptions could cause actual ROACE to differ materially.

HORIZON II

Uniquely positioned to commercialise key assets

	NWS Ullage opening early 2020s	Browse 16.0 Tcf uncommitted resource	Pluto Options to accelerate ullage	Scarborough 6.9 Tcf uncommitted resource[1]
woodside	✓ (Operator)	✓ (Operator)	✓ (Operator)	✓
ExxonMobil				✓ (Operator)
	✓	✓		
	✓	✓		
bp	✓	✓		
BHP	✓			✓
Chevron	✓			
PetroChina		✓		
Kansai Electric Power power with heart			✓	
TOKYO GAS			✓	
Woodside equity share				

+ Driving agreements through participation in key assets
+ Leveraging existing infrastructure

2016	Production cost	Reliability
Pluto LNG	$3.30/boe	99.5%
NWS LNG	$3.60/boe	98.1%

1. Excludes Thebe and Jupiter.

HORIZON II

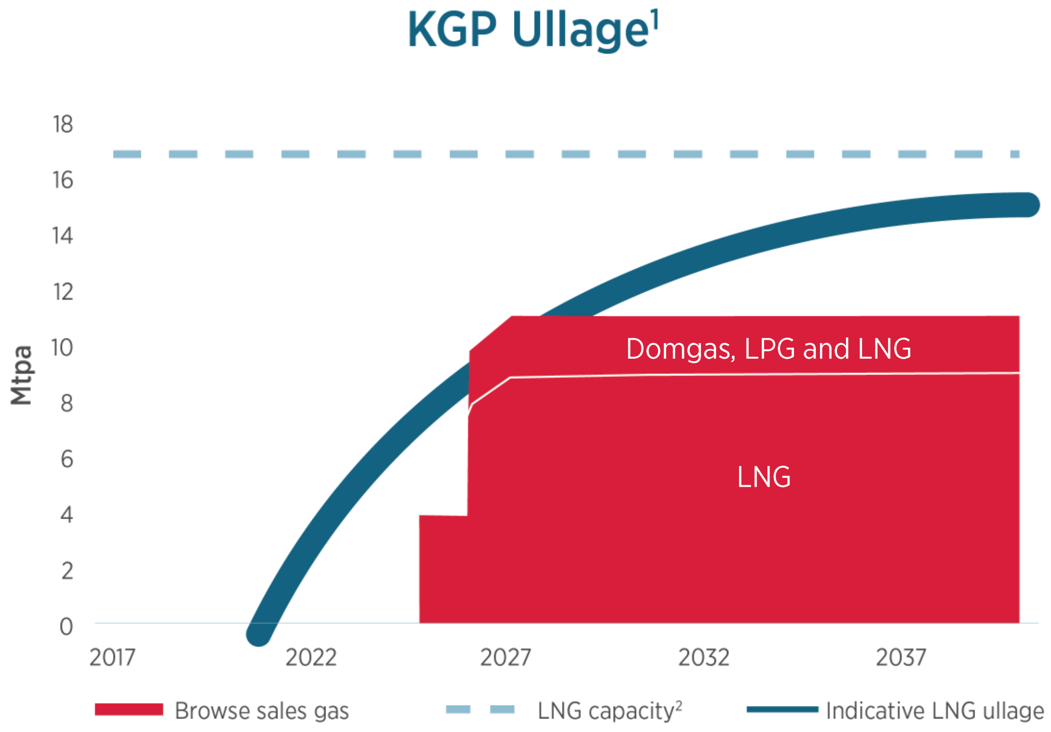
Burrup Hub: low capital intensity concepts

Existing infrastructure	+	Delineated resources	►	Proposed Developments[1]
Pluto		Pluto, NWS		Pluto expansion
Karratha Gas Plant (KGP)		Browse		Browse to KGP
		Scarborough		Scarborough to Burrup
		Other resources		

1. Woodside positions. Subject to relevant joint venture participant approvals and agreement being obtained.

HORIZON II

Opportunity to fill KGP



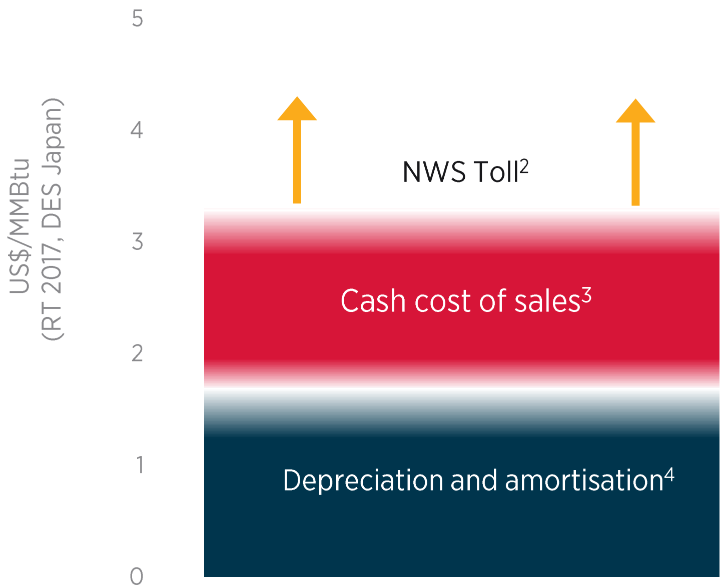
- KGP LNG ullage opening early 2020s
- Browse:
  - Largest uncommitted resource
  - Highest value NWS backfill option[3]
  - Project scale and schedule are a good fit to NWS
- Opportunity to utilise KGP ullage through Pluto transfer pipeline,[4] other discovered gas and exploration

1. 100% project.
2. LNG capacity varies 5-10% subject to domestic gas rates.
3. Woodside position.
4. Subject to relevant joint venture participant approvals and agreement being obtained.

HORIZON II

Browse: one of the lowest cost undeveloped gas resources

Cost of sales[1]
(Plateau period)



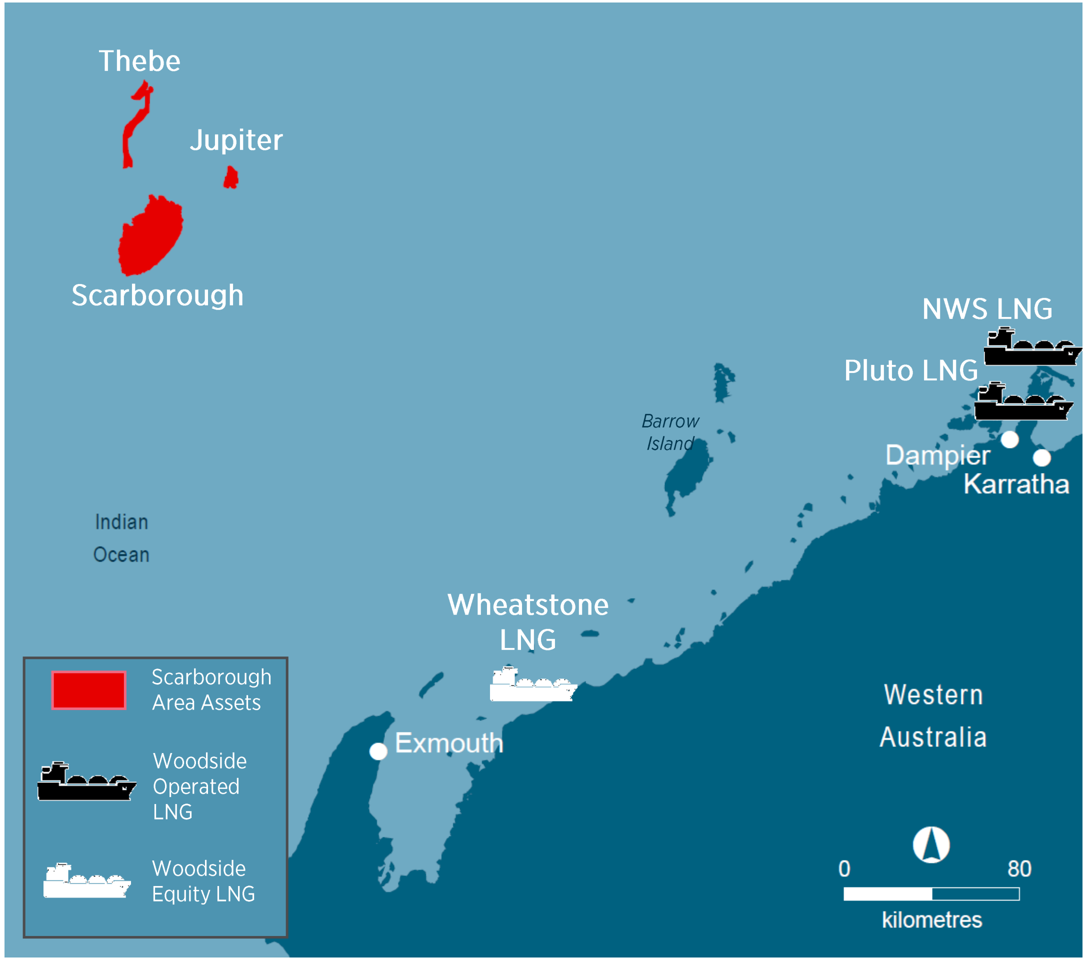
- Globally competitive cost of sales
- Capital efficient development through existing infrastructure
- Browse Joint Venture progressing to concept select decision
- Commercial discussions with NWS Joint Venture have commenced
- Shorter cycle development
- Technically 'straightforward'

H2 2017 Concept selected	2019 FEED	2020 FID	2025 RFSU

Target schedule

1. Based on full field development costs and production from all products during plateau production period.
2. Subject to agreement between NWS Joint Venture and Browse Joint Venture.
3. Cash cost of sales includes production cost, royalty and excise, shipping and direct sales costs, carbon costs and insurance. Excludes PRRT and corporate tax.
4. Subject to final capital estimates.

Scarborough: significant uncommitted resource



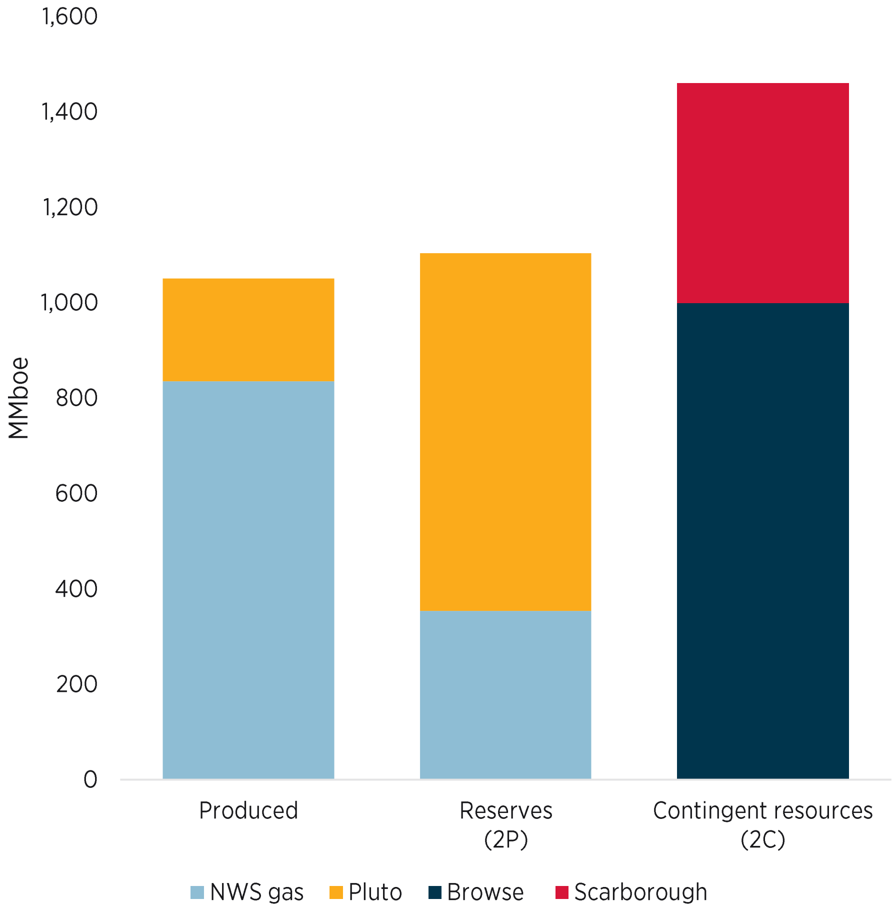
- World-class, high-quality reservoir:
  - 1.7 Tcf net 2C resource (6.9 Tcf gross)
  - 1,100 MMscf/d estimated field potential[1]
  - Field scale and deliverability creates development optionality
- Scarborough JV positioning for FID end-2020
  - Operator's lead concept is FLNG
  - Development alternatives include tieback to existing LNG infrastructure

1. Feed gas, annual average basis.

HORIZON II

Significant resource development through existing infrastructure

Maximising value of existing infrastructure

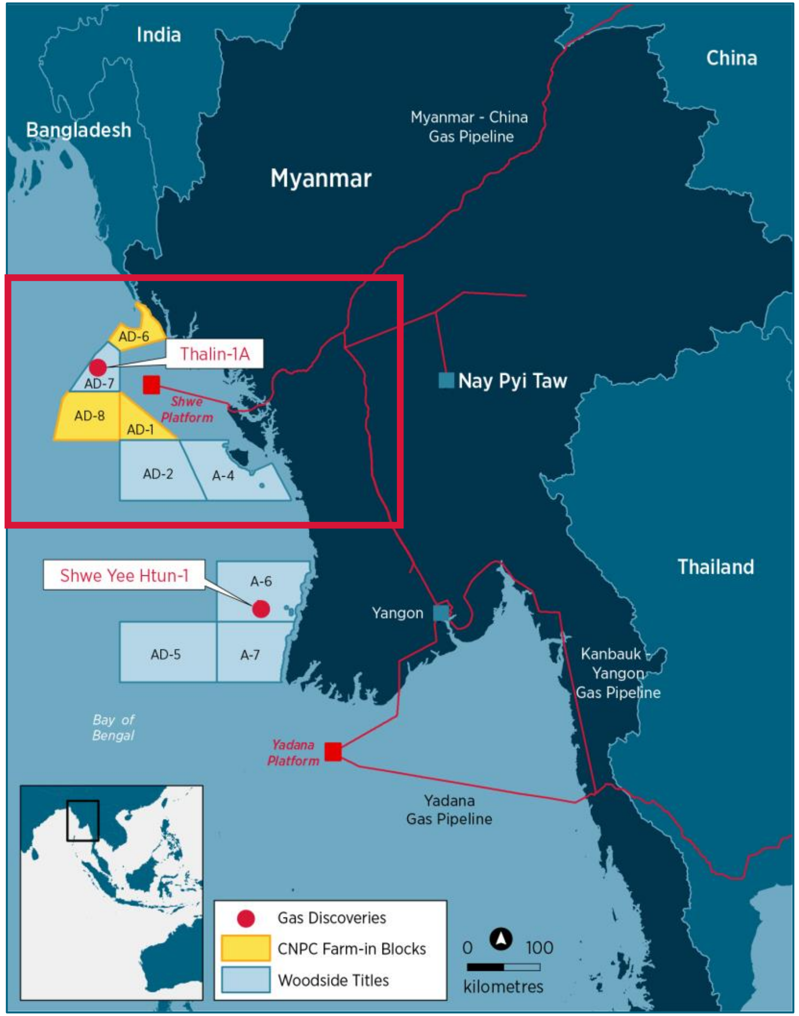


- Maximises value from existing assets and currently undeveloped resources
- Targeting RFSU in period when new gas supply required
- Development scenarios within existing technical envelopes

HORIZON II

Myanmar Northern Rakhine Basin: Concept select early 2018

Northern hub



Thalin-1B flow test results		
Reservoir unit	Flow rate	Choke
Upper zone	27MMscf/d	36/64”
Lower zone	50MMscf/d	48/64”

- Thalin 1.5 Tcf (2C, gross)[1]
- Underexplored region close to major and growing gas markets
- Targeting near-term commercial development of discovered resources
- 2017 Thalin field appraisal drilling 50% complete; strong flow rates demonstrated
- Tie back via Shwe platform, or standalone[2]
- Farm-in to CNPC blocks expands development options[3]
- Pipeline gas Myanmar and China

1. Woodside’s estimated net economic interest in the contingent resource is approximately 260 Bcf dry gas (Thalin) in Block AD-7.
2. Subject to joint venture and government approvals.
3. Completion of CNPC farm-in subject to satisfaction of conditions precedent.

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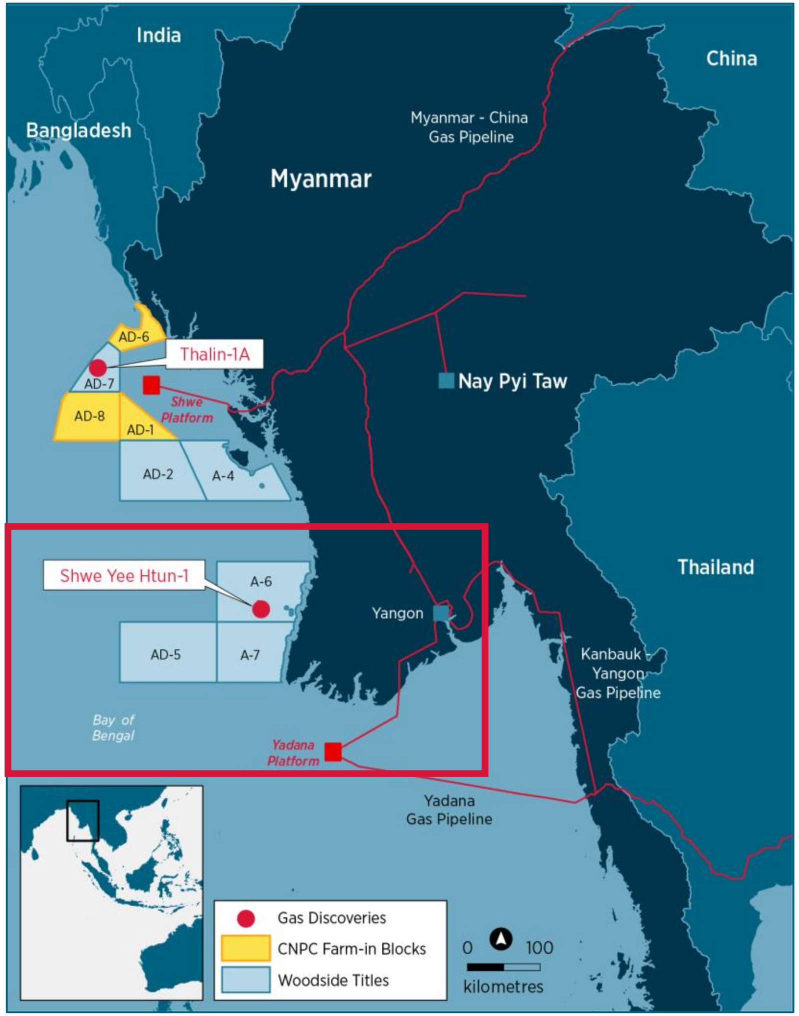
HORIZON II

Myanmar Southern Rakhine Basin: Concept select end 2018

Southern hub



- Shwe Yee Htun 0.9 Tcf (2C, gross)[1]
- Active exploration drilling 2017-18 targeting multi-Tcf, low risk prospects
- Builds volume and support options for standalone development
- Tie back via Yadana platform, or standalone[2]
- Pipeline gas Myanmar and Thailand

1. Woodside's estimated net economic interest in the contingent resource is approximately 209 Bcf dry gas (Shwe Yee Htun) in Block A-6.
2. Subject to joint venture and government approvals.

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HORIZON III

PETER COLEMAN
Chief Executive Officer and Managing Director

woodside

HORIZON III

Establishing global hubs

Horizon III

2027+

SUCCESS REPEATED

Capital efficient developments

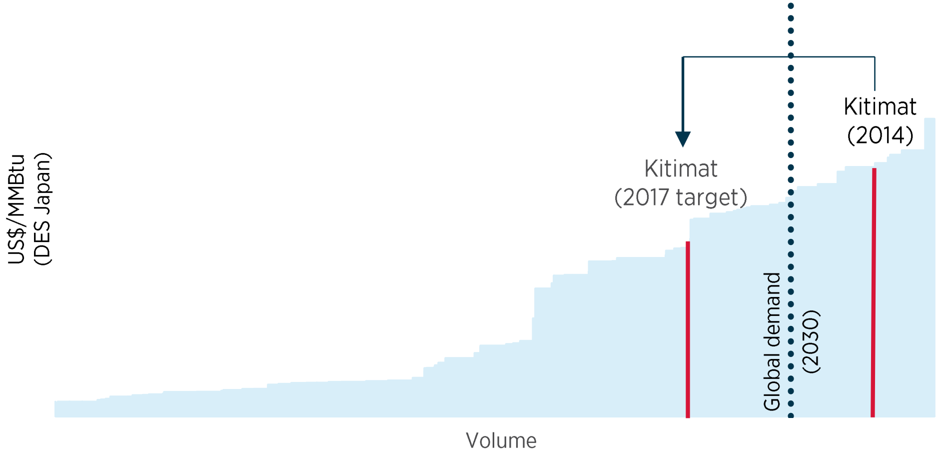
Outstanding base business

- Kitimat
- Hubs established in West Africa, Myanmar and Western Canada
- Building out existing positions through targeted exploration program
- Significant potential for resource growth through Horizon I and II to support earnings growth in Horizon III
- Sunrise - maritime boundary negotiations may deliver required certainty

HORIZON III

Kitimat: Material cost reductions

Global LNG cost curve



Source: Wood Mackenzie Ltd. Global Gas Model LNG cost curve with Woodside view of Kitimat.

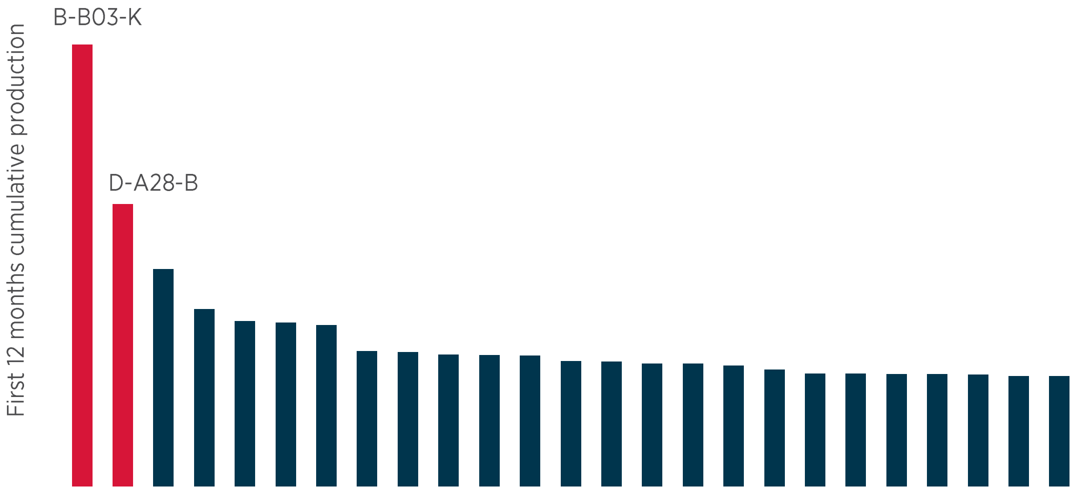
- Significant cost improvements across full value chain
- On target for top-decile cost of supply by FID
- Further technical improvements will be pursued to move down the cost curve
- On track to deliver selectable downstream concepts by mid-2017 and planning for concept select in 2018
- Targeting reduced equity at FID

HORIZON III

Kitimat: Liard basin a world-class resource

Top 25 Wells:

Alberta and British Columbia[1]

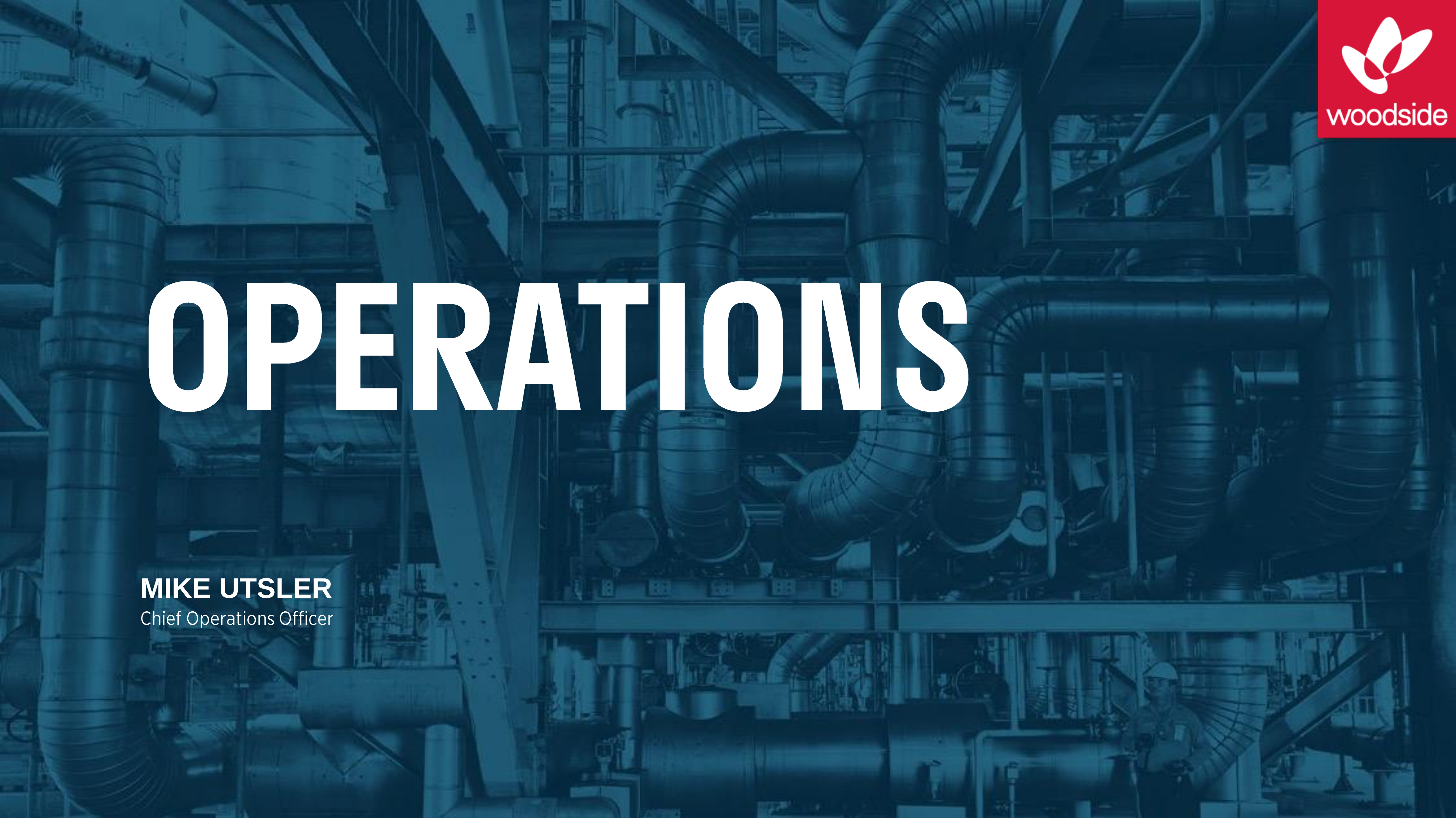


Source: IHS Markit Ltd.

Liard Basin wells   Other Alberta and BC Wells

- Liard proving to be best unconventional resource in Western Canada
- Three wells on production at choked rates for extended testing[2]
- Drilling performance is moving down the learning curve
  - Potential for up to 20% reduction in drilling and completion costs
  - Leveraging North American 'factory drilling' learnings

1. Wells completed from January 2015.
2. Third Liard Basis of Design well online April 2017 and therefore 12-month production performance not yet available.



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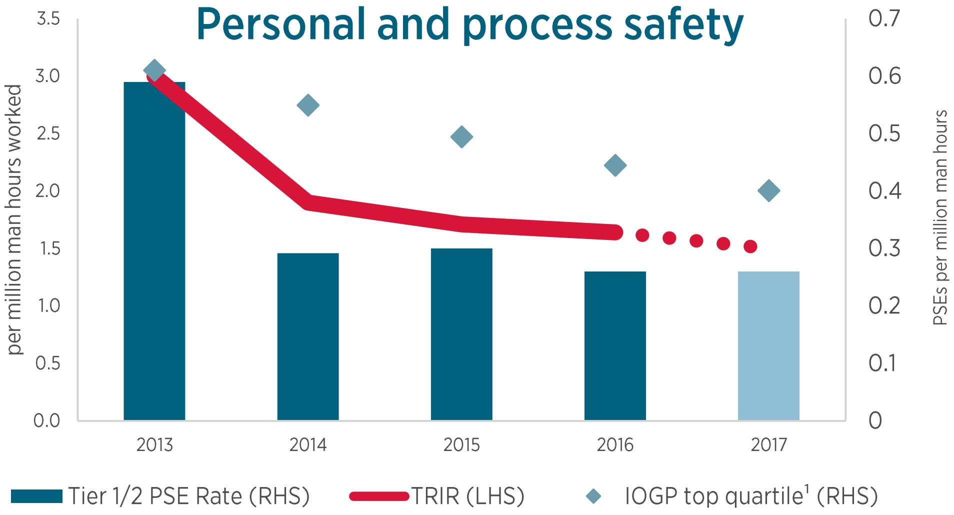
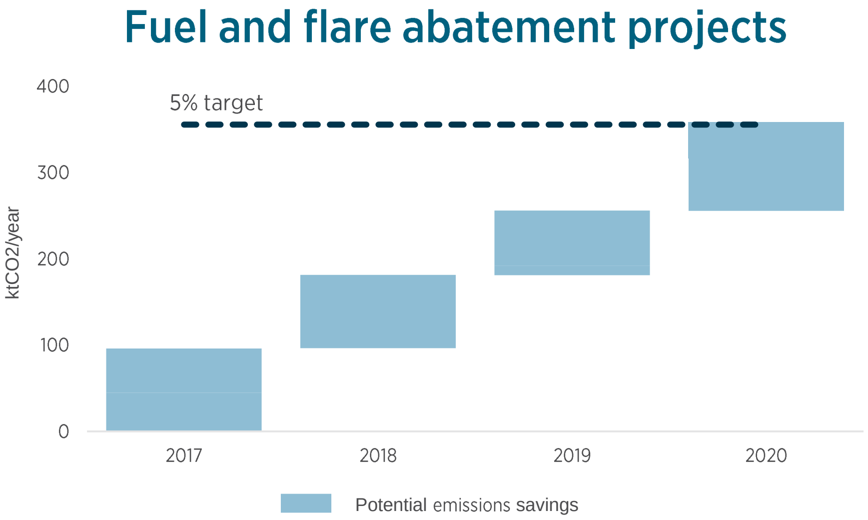
OPERATIONS

MIKE UTSLER
Chief Operations Officer

OPERATIONS

Improving health, safety and environment performance





- Delivering sustainable world-class HSE performance
- TRIR at a record low and has improved by 40% since 2013
- Process safety continues to exceed top quartile performance
- 2020 target to improve energy efficiency by 5% through material opportunities[2]
- Recognised by peers to win the APPEA Environmental Excellence award, in addition to the APPEA Safety Excellence award

1. PSE benchmark.
2. Absolute emissions will vary with total production output. Refer to Sustainable Development Report 2016 for further details on approach to climate change issues.

OPERATIONS

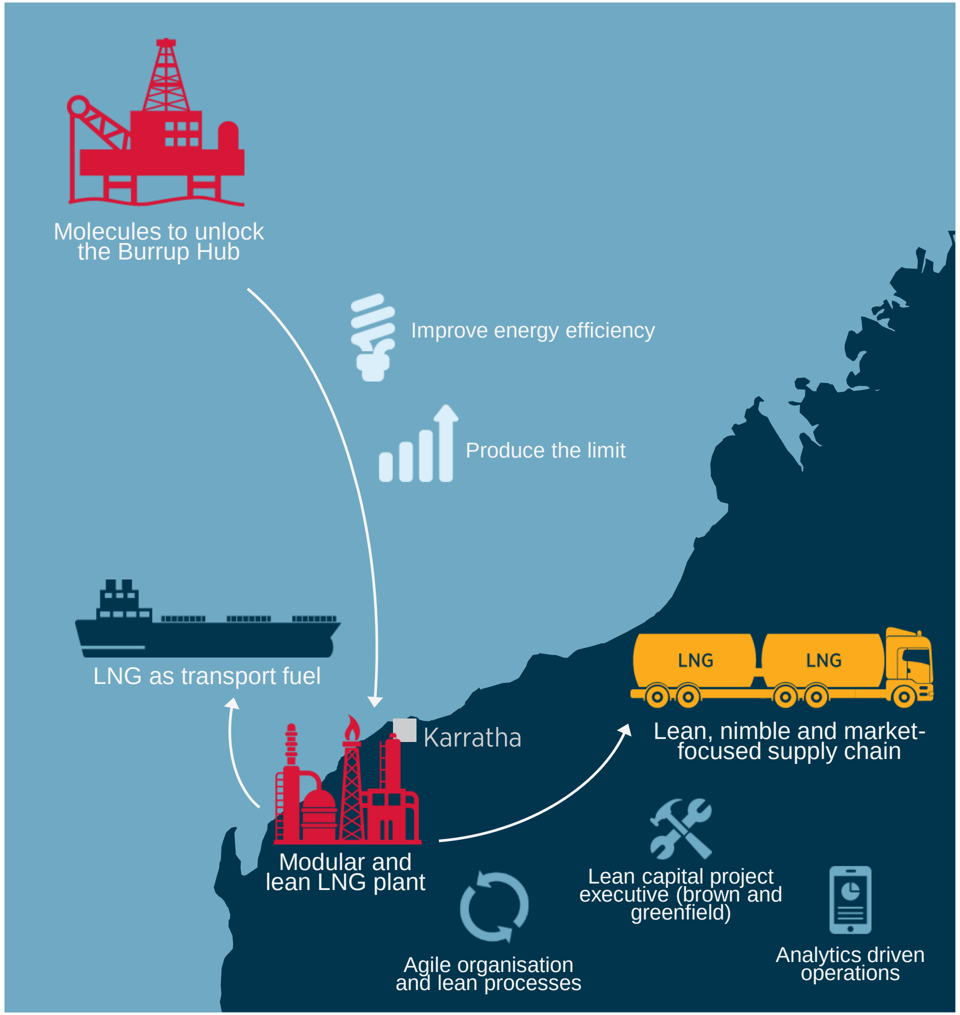
Continued outstanding operational performance

- Achieved 28% reduction in unit production costs from 2015 to 2016
- Further 20% potential OPEX reduction identified (up to $600m cumulative) over the next six years
- Continued top quartile sustainable reliability across both gas and oil assets
  - Resulting in a deferred cessation of production of Enfield until mid-late 2018
- Maintaining trend on beating project cost and schedule commitments
- Cost savings> A$740m[1] from GWF-2 and Persephone

1. 100% project. Based on difference between FID promise and current estimate.

OPERATIONS

Positioning Woodside for global growth



Operational excellence:

+ Performance edge with continuous improvement
+ Driving 'limit thinking' throughout the organisation
+ Internal and external collaboration

Managing risk and volatility:

+ Manage and deliver on cost reduction projects

Near term value growth:

+ Maximising value of existing infrastructure

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QUESTION AND ANSWER

PETER COLEMAN

Chief Executive Officer and Managing Director

Summary

Generating increasing cash flow and strong shareholder distributions from the existing business and committed projects

Unlocking value by delivering capital efficient developments to meet growing demand

Maximising the value of existing infrastructure

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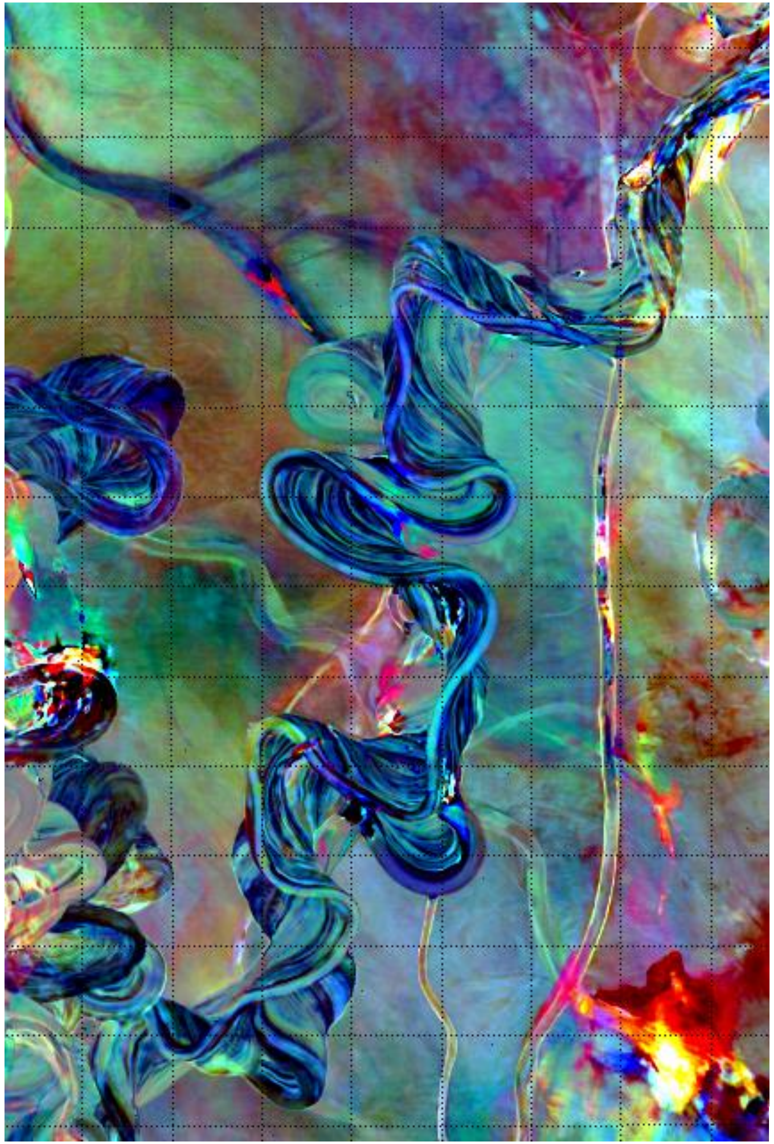
EXPLORATION

PHIL LOADER

Executive Vice President Global Exploration

EXPLORATION

Delivering value and sustainable growth



Myanmar 3D marine seismic data

Strategy

+ Continue portfolio build biased towards high-impact drilling
+ Consolidate and grow existing hubs (Australia, Myanmar, Senegal)
+ Explore to establish future material exploration hubs

Execution (2017-2018)

+ Grow Myanmar gas resources
+ Commercialise and grow Senegal resource
+ Explore in Australia to support Pluto expansion
+ Test new plays in frontier and emerging basins

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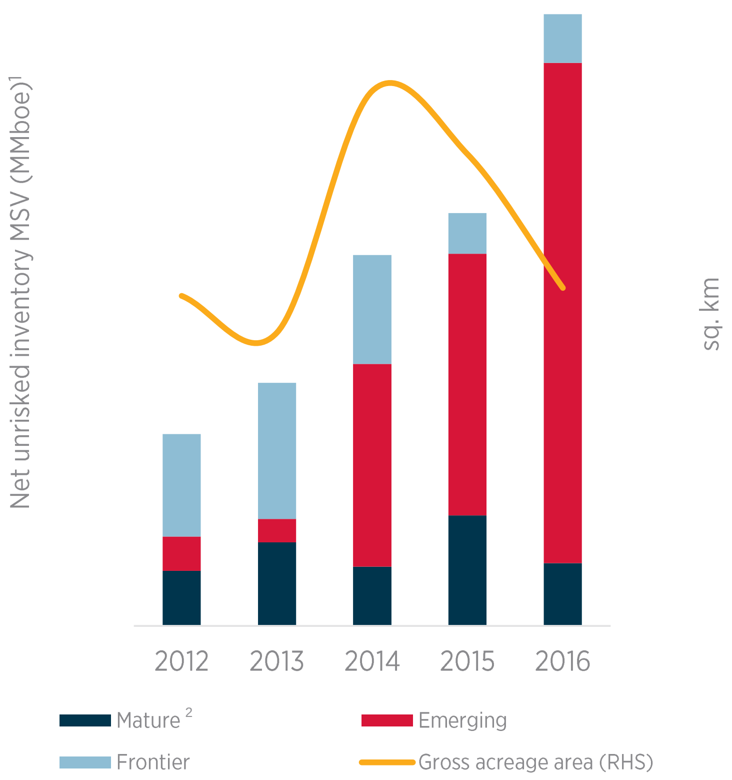
EXPLORATION

Lower risk / higher impact – testing new plays

Inventory growth and global gross acreage



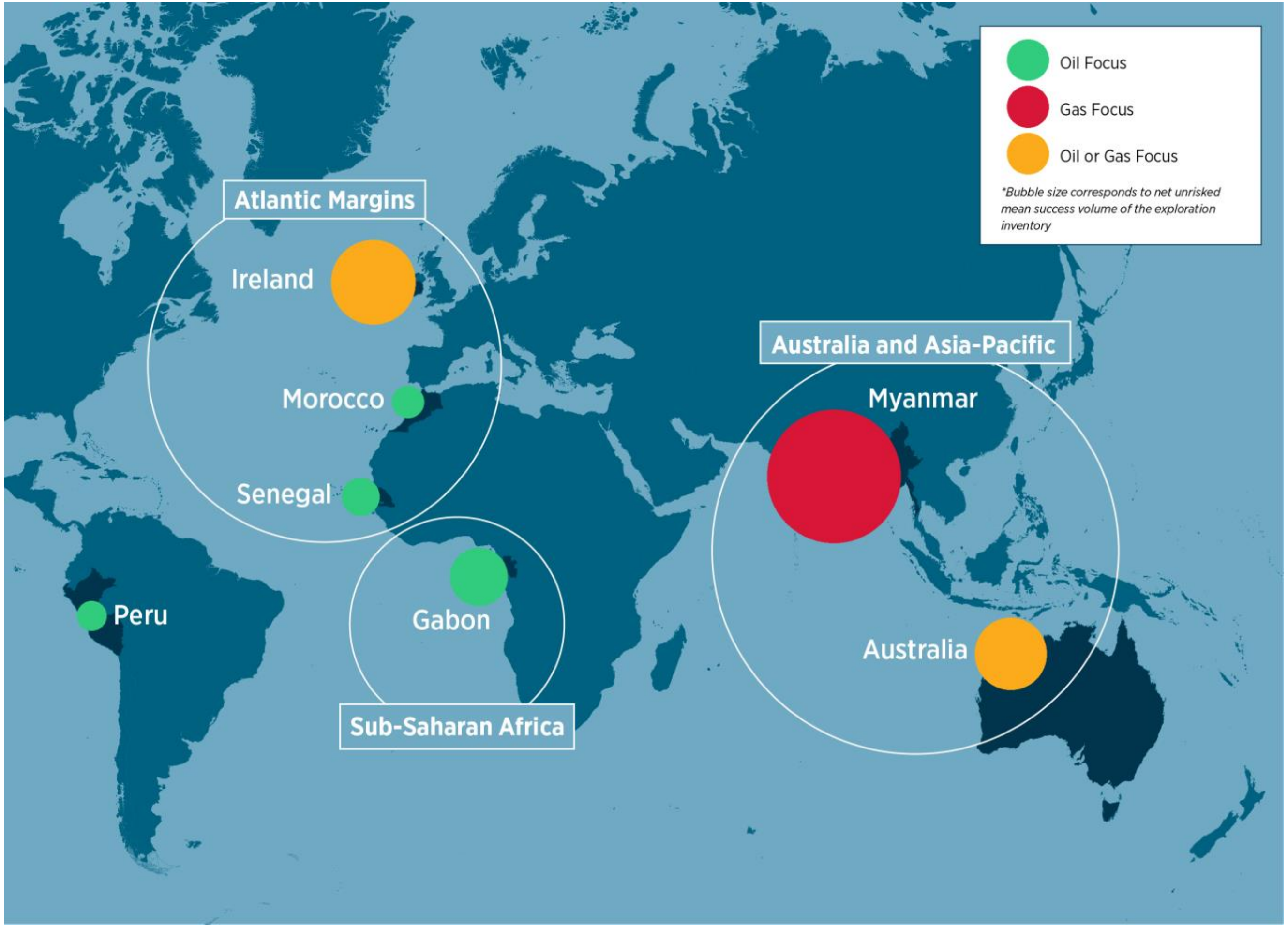
- Inventory expanded, rebalanced and diversified
- Disciplined acreage management
- Reduced risk exposure
- Visible value creation scenarios

1. Net unrisked mean success volume (MSV) is the sum of the mean recoverable estimates in case of exploration success from all identified concepts, leads and prospects in the exploration inventory.
2. Basins are classified as mature (existing production), emerging (petroleum system proven, limited exploration drilling) and frontier (no proven petroleum system).

EXPLORATION

Execution, value delivery and growth focus

Exploration focus areas



- Wells in 7 countries 2017-18[1,2]
- Myanmar portfolio expanding
- Continued focus on West Africa
- New opportunities under negotiation

1. Some wells are still subject to government and joint venture approvals.
2. Wells listed include both firm and contingent.

EXPLORATION

High-impact drilling

2017-2018 drilling activity

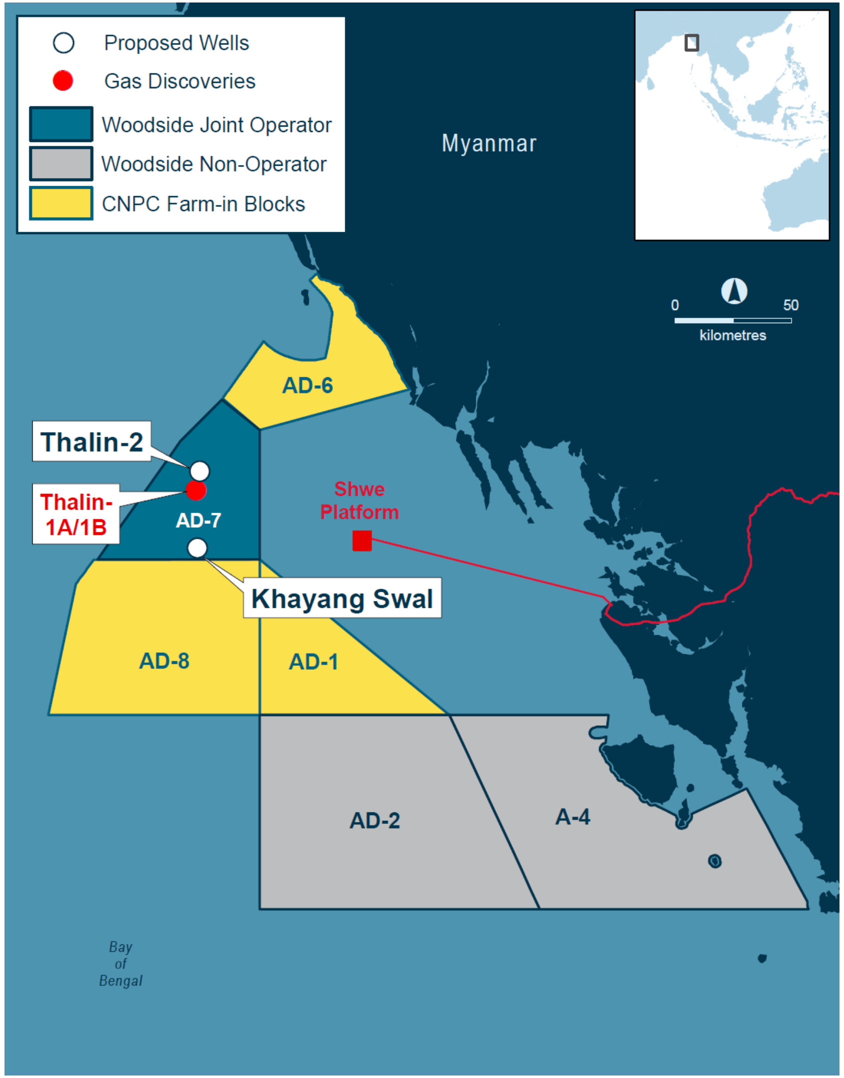
+ Delivering resource volumes to meet target of:
  + >120% annual production
  + <$3/boe finding costs
+ Drilling 8 to 20 wells in 2017/2018[1,2]
+ 12 plays to be tested (portfolio diversity)

1. Some wells are still subject to government and joint venture approvals.
2. Wells listed include both firm and contingent.

EXPLORATION

Myanmar: Execution, commercialisation and growth

Gas discovery de-risks key play in north



Northern Rakhine Basin

+ Thalin-1B flow rates demonstrated high reservoir deliverability
+ Thalin field appraisal drilling complete end Q3 2017
+ On track for concept select by early 2018
+ Pipeline gas Myanmar and China

Next 18 months

+ Active focus on building resource through significant exploration
+ Play-opening well Khayang Swal – multi-Tcf potential (firm, 2017)[1]
+ Additional multi-Tcf prospects possible in 2017 drilling campaign[1]
+ Finalise CNPC farm-in and drill late 2017- early 2018[1,2]

1. Drilling subject to joint venture and/or government approvals.
2. Completion of CNPC farm-in subject to satisfaction of conditions precedent.

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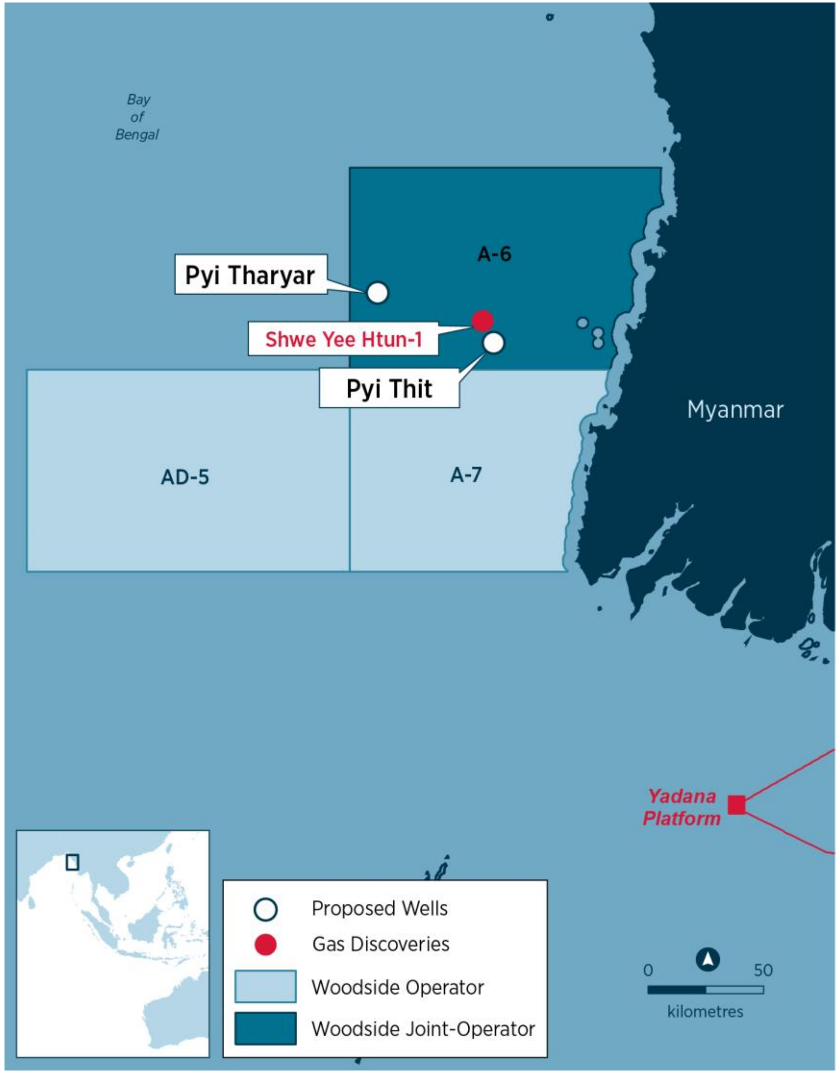
EXPLORATION

Myanmar: Execution, commercialisation and growth

Gas discovery de-risks key play in the south



Southern Rakhine Basin

+ Shwe Yee Htun on track for concept select by end 2018
+ Pipeline gas Myanmar and Thailand

Next 18 months

+ Drill two to three exploration wells with materiality and upside
+ Pyi Thit targeting two channel systems as proved by Shwe Yee Htun discovery (firm, 2017)
+ Seven further analogous channel systems identified – significant follow-up potential
+ Pyi Tharyar is a play opening well with multi-Tcf potential (firm, 2017)[1]
+ Additional play opening well with multi-Tcf potential in AD-5 or A-7 (contingent, 2018)[1]

1. Drilling subject to joint venture and/or government approvals.

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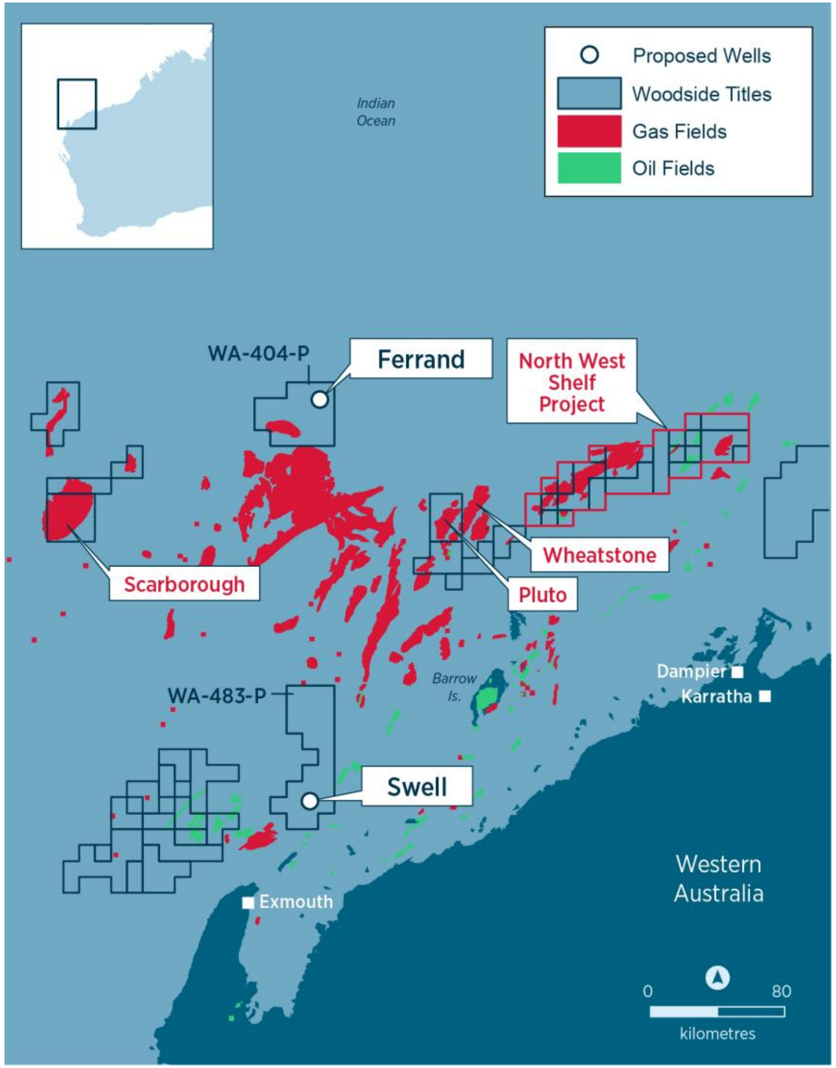
EXPLORATION

Australia: Accelerated value realisation

Infrastructure-led exploration



Strategy

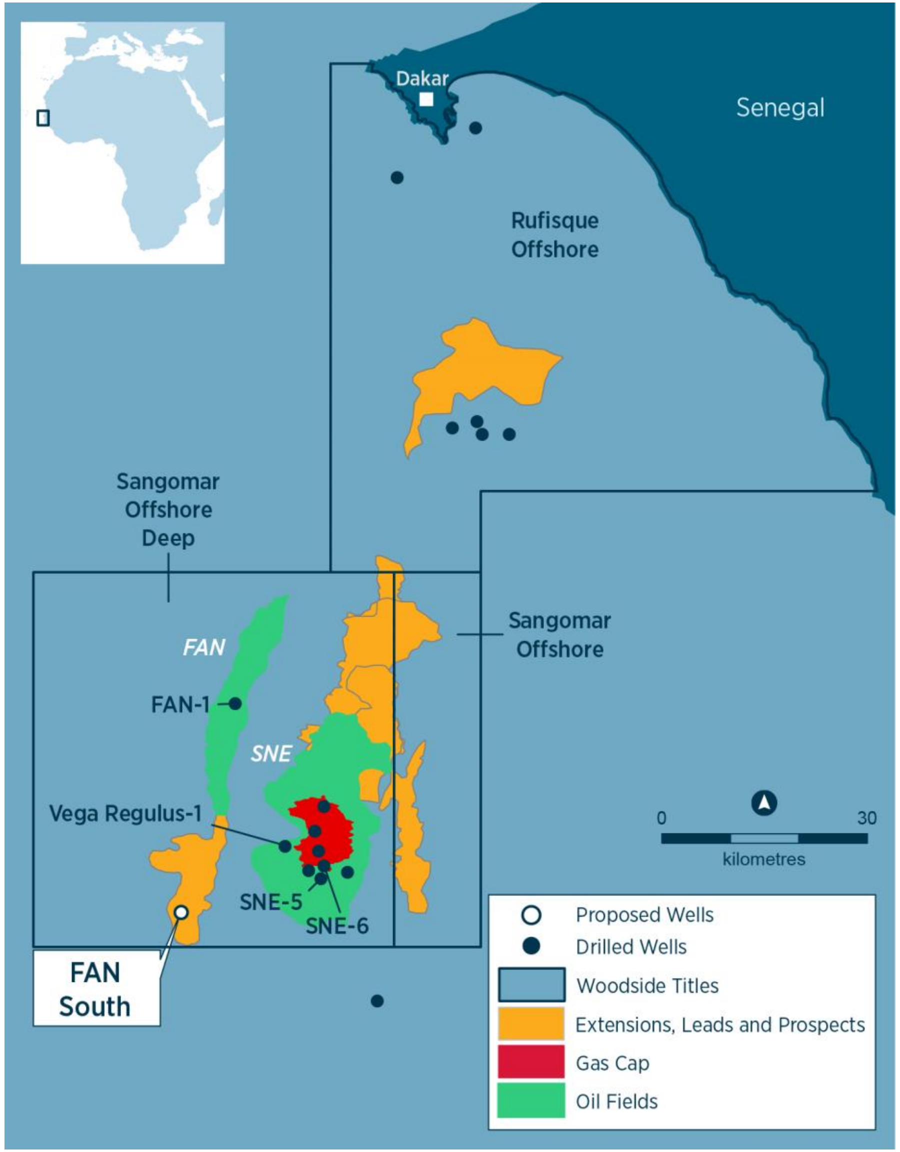
+ Maximise value around existing infrastructure
+ Support Pluto expansion

Forward plan

+ Swell: drilling in Q3 2017
+ Ferrand: drilling in 2018 with multi-Tcf potential

EXPLORATION

Senegal: Commercialise SNE and grow resources



Strategy

+ Realise value in Senegal permits through new discoveries and growth of regional hub

Forward plan

+ Drill FAN South, with tie-back potential to SNE
+ Prioritise inventory and other exploration drilling opportunities

EXPLORATION

Atlantic margins and Sub-Saharan Africa

Gabon[1,2]

- E13 Luna Muetse – 2018 well with on-block follow up
- F15 Doukou Dak – large liquid prone prospect on 3D seismic data

Ireland[2]

- Beaufort oil prospect will be drilled during second exploration period (2017-2020)

Morocco[2]

- JP1 oil prospect scheduled to spud 2018. Play opening well with on-block follow up potential

Peru[2]

- Boca Satipo East oil prospect, onshore Peru, planned for 2018 drilling with play opening potential
- Opportunity for near term oil production

1. Woodside farm-in to Luna Muetse Block is awaiting final Government approval.
2. Drilling is subject to government and joint venture approvals.

EXPLORATION

Inventory development, execution and value creation on target

Three years into executing refreshed strategy; on track to deliver value and meet targets

Significantly improved inventory depth and quality while reducing acreage holdings through disciplined exit

High impact drilling plans for 2017 and 2018

Commercialise resource and deliver value in key hubs (Australia, Myanmar, Senegal)

Continuing strategic focus on growth in core areas

TECHNOLOGY

SHAUN GREGORY

Senior Vice President and Chief Technology Officer

TECHNOLOGY

Advantage through innovation

Exploration	+ Full waveform inversion seismic + Cloud computing
Upstream	+ Long subsea tiebacks
Downstream	+ LNG Plant of the Future
Production	+ Data analytics and wireless + Cognitive computing
FutureLab	+ Our collaborative innovation engine

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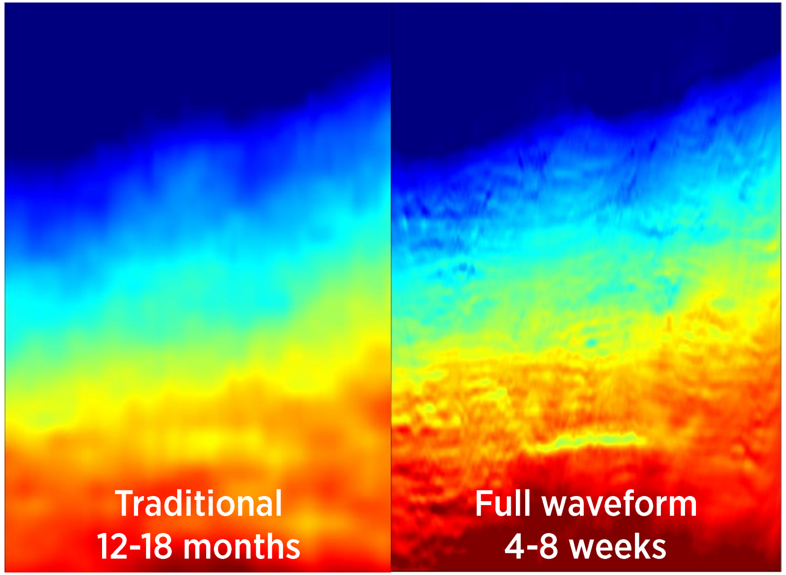
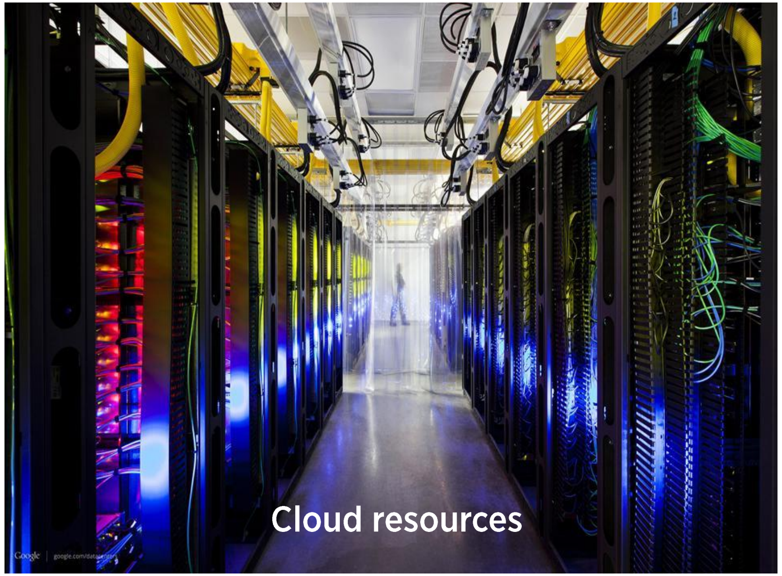
TECHNOLOGY

Reducing exploration time and cost





Better images, better decisions

Scalable and cost effective

Reduced cycle time

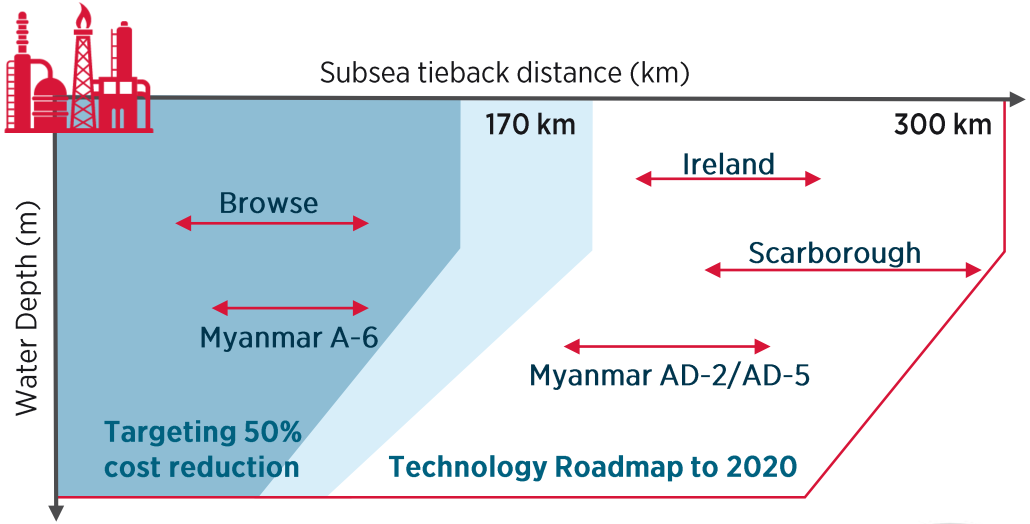
Decreased computing costs and turnaround time

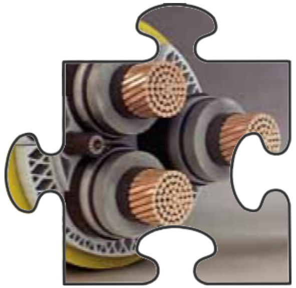
Source: Woodside geoscience, Google

TECHNOLOGY

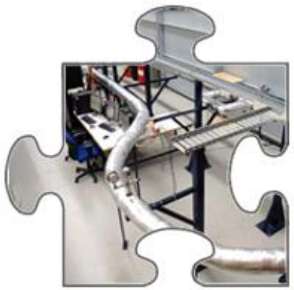
Upstream: extending reach

Gas Long Subsea Tiebacks





All electric



Flow assurance

Subsea processing

Long tiebacks eliminate offshore facilities

Extended reach through:

+ Innovative flow assurance
+ Step change in equipment capability

Benefits across our portfolio:

+ Monetise remote resources
+ Reinforces our LNG hubs

TECHNOLOGY

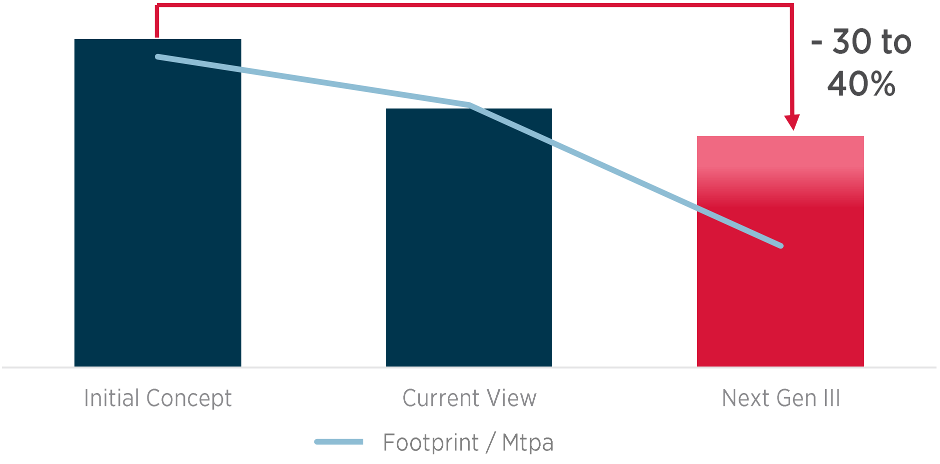
Downstream: Plant of the Future

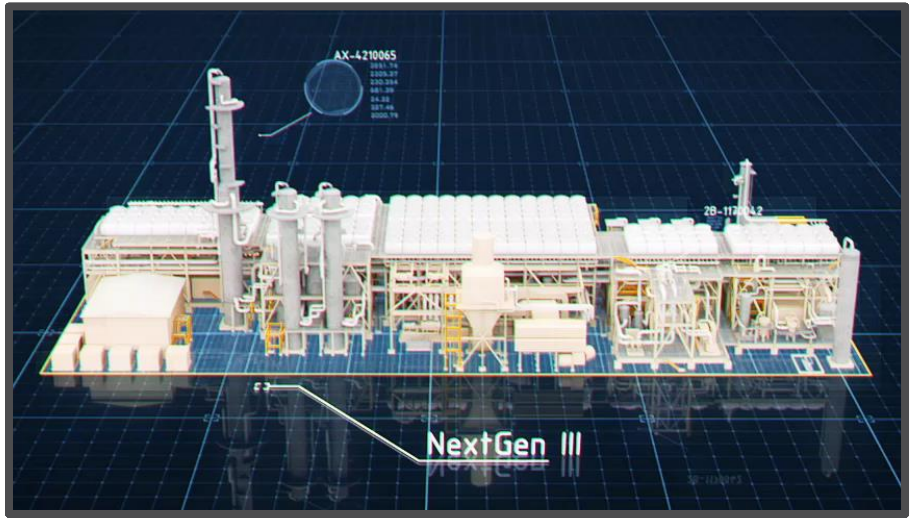
Innovative LNG plant designs

Eliminate
Intensify
Modularise
Digitise

Simpler to build, install and operate

Kitimat Concepts ($/tpa)

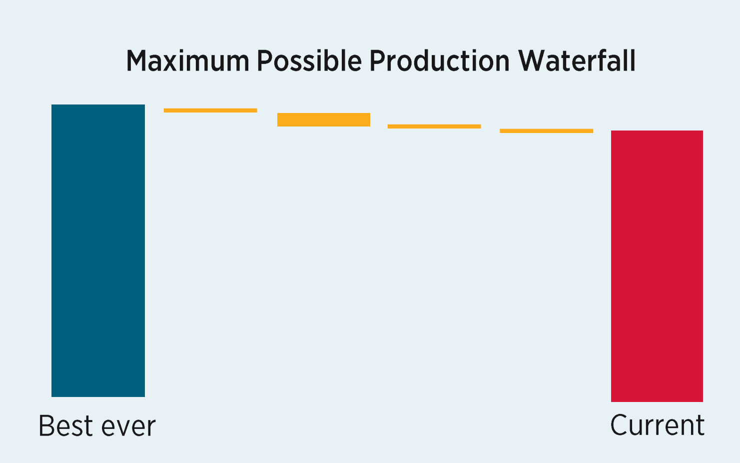




Source: Woodside

TECHNOLOGY

Improving reliability and capacity



Operating experience predictive analytics

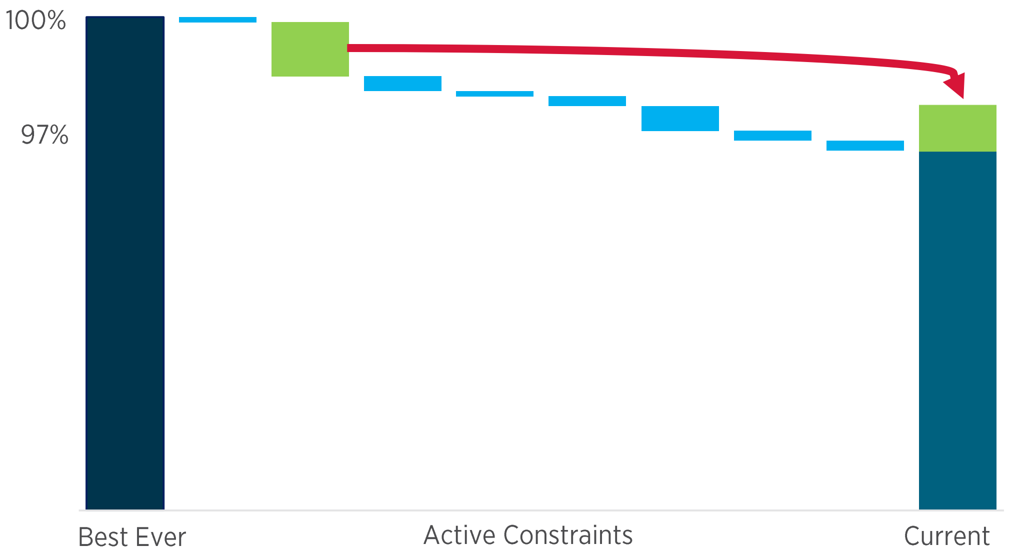
Improved asset utilisation

Wireless instrumentation and worker mobility

Capacity and productivity improvements

TECHNOLOGY

Production Data Analytics



Play our best game, everyday

+ Manage optimisation in real time
+ Continuously reduce production variability

DATA

Woodside has a wealth of operational data and generates 2,000 new records a second.

Roughly equivalent to the global volume on Twitter.

PROCESSING

Production constraints are recalculated once every 10 minutes

Considerable processing power is required. Cloud computing and storage is used.

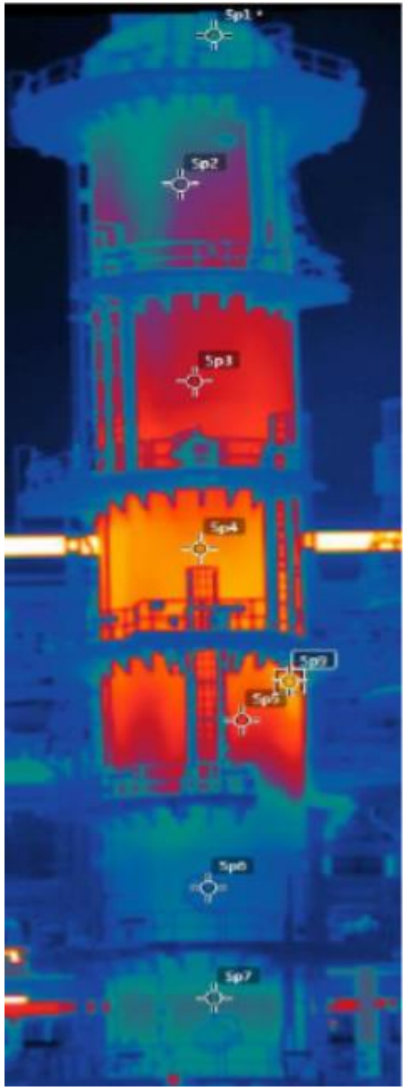
DECISION MAKERS

Data is displayed directly to decision makers.

Action is taken to maximise production.

TECHNOLOGY

Wireless instruments AGRU



PROBLEM

Following turbine upgrades LNG production was constrained by inability to monitor temperatures in absorber column.

Limited temperature measurement of the column was available.

SOLUTION

Hardwired sensors were cost prohibitive.

WiFi coverage was installed and wireless temperature sensors applied to column. Cost A$200k[1]

IMPACT

With the new data, operators were able to safely increase LNG production.

$7.3M/year[1]

1. 100% project.

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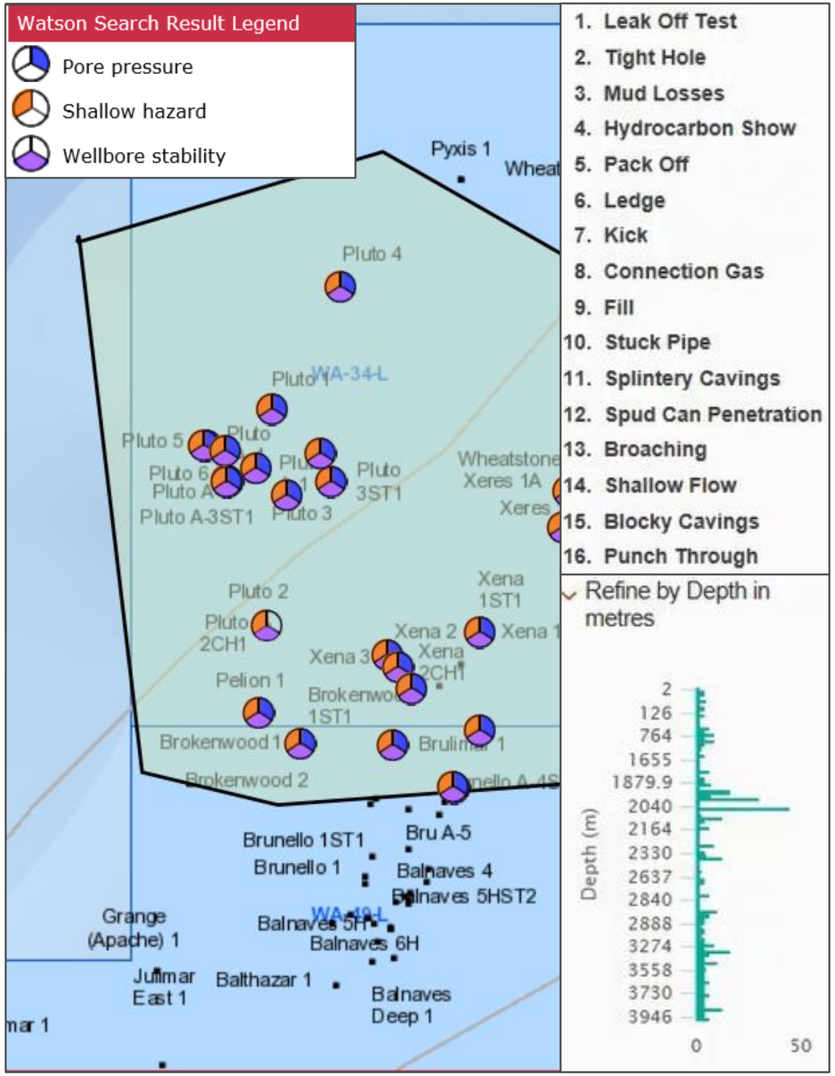
TECHNOLOGY

Unlocking Woodside's collective intelligence



Insights from years of data in seconds

Watson for Wells:

+ >60 years of experience
+ ~7.5 million pages of well reports

Watson now deployed in:

+ Major projects (>900 users)
+ HSEQ
+ Legal
+ Seven other areas

TECHNOLOGY

FutureLab: Our innovation engine

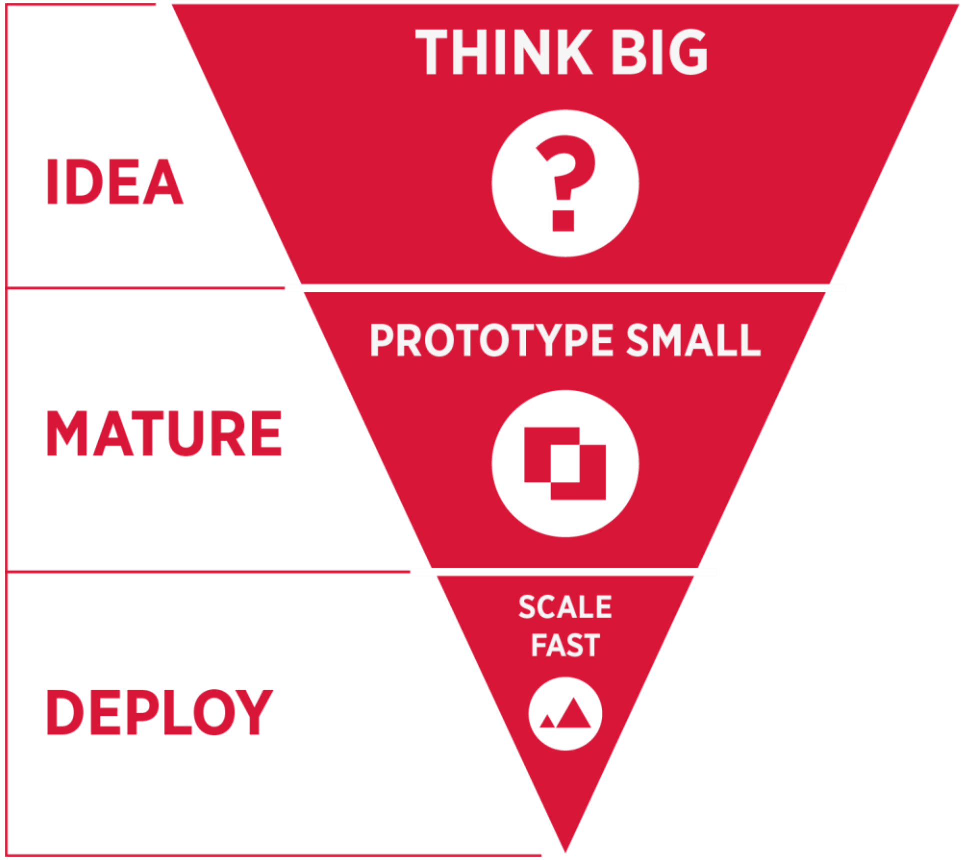
Access to brilliant minds

+ To deliver step change thinking and lead disruptive technology change

+ Access to the best facilities
+ Materials science
+ Data Science
+ Engineering
+ Geoscience

How we do it

Innovation process



Streamlined stage gate process

+ Think Big
+ Prototype Small
+ Scale Fast

Portfolio approach

+ Balance risk and value
+ Delivering 10-100x ROI
+ Unrisked portfolio of >300x ROI

TECHNOLOGY

Future Proof Woodside

Reducing exploration time and cost

Reducing downstream development and tieback cost

Improving production reliability and capacity

Multiplying value in our people

Backed by the FutureLab innovation engine

Sustained by an innovative culture that solves problems with material impact

AFFORDABLE ENERGY

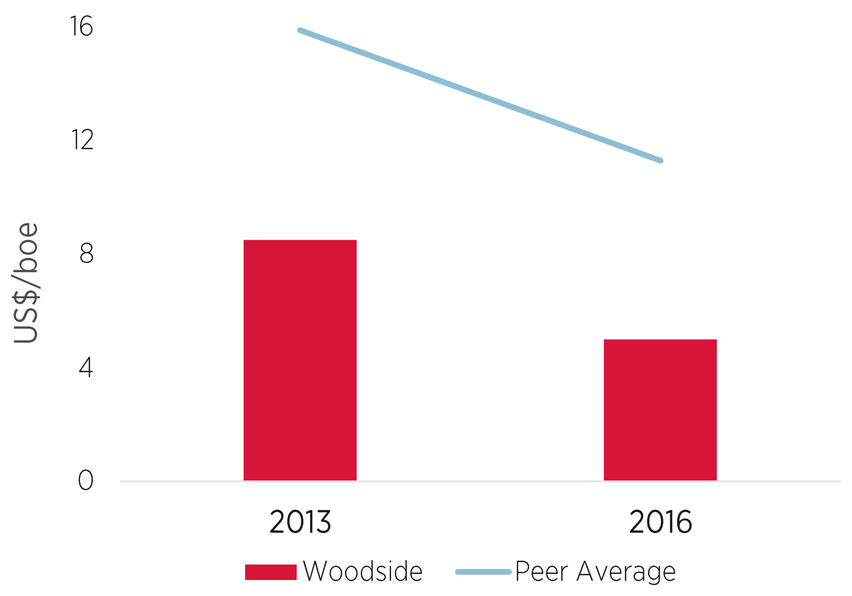
HENDRIK SNYMAN
Senior Vice President Performance Excellence

MICHAEL ROBINSON
Senior Vice President Projects

AFFORDABLE ENERGY

Affordable energy drives our business model

Unit Production Cost[1]



Source: IHS Markit

Opex

+ Leading structural cost reduction
+ Cost management a key differentiator

Cost of Supply

+ Global cost of supply curve lower and flatter
+ Cost reductions both structural and cyclical
+ Growth prioritised based on cost competitiveness

Continuing to increase margins is central to our strategy

1. Refer to 'Disclaimer and important notice' slide for peer group. Data for one peer not available from source.

Improvement and excellence in everything we do

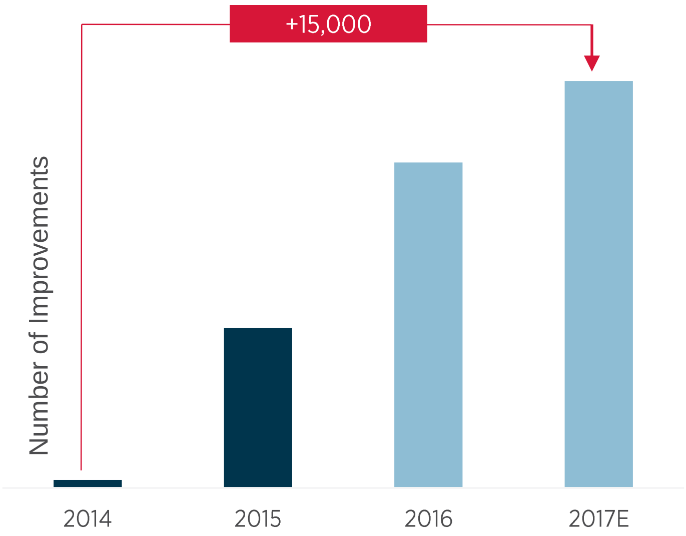
Integrated improvement delivers superior outcomes to bottom line

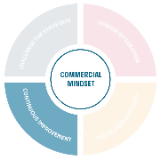
+ Deliberate journey of improvement to sustainable cost reduction

AFFORDABLE ENERGY

Continuously improving the business

Driving improvement in everything we do





- Many small changes leading to substantial impacts
- Driven by the workforce
- Embed a continuous improvement mindset in everything we do

CASE STUDY

External Corrosion program opportunity

Prize

-A$100m[1]
6 month schedule acceleration

1. 100% project.

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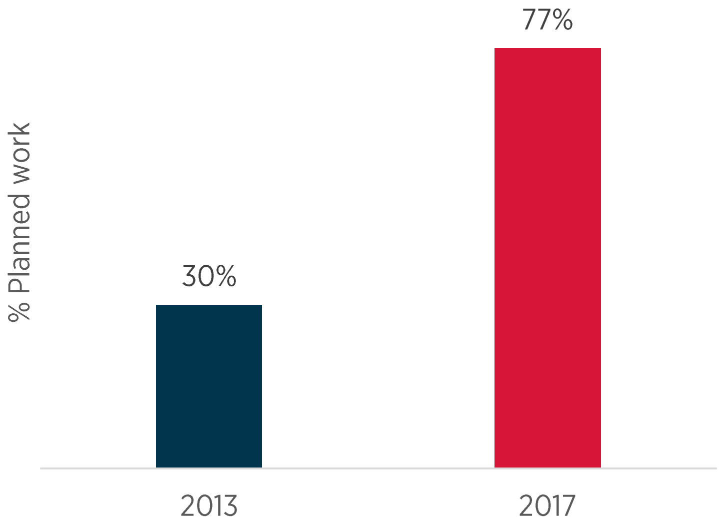
AFFORDABLE ENERGY

Disciplined way of doing business

Predictable execution driving improvement



Integrated Activity Planning

+ Planned work delivers better outcome at reduced cost

Cost of unplanned work = Cost of planned work X 4

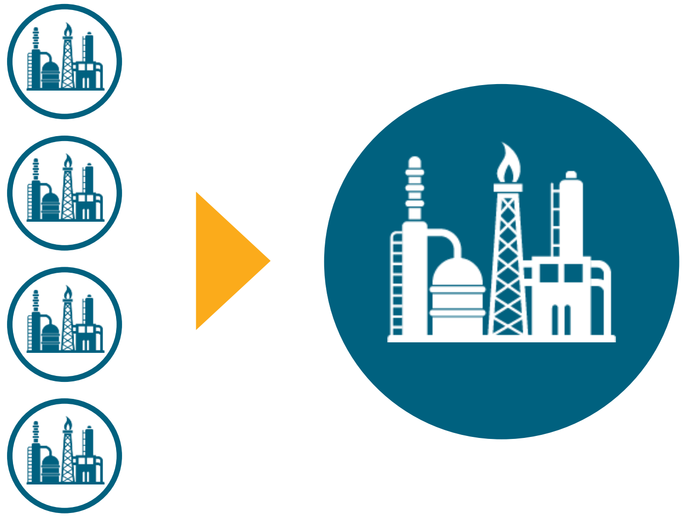
CASE STUDY

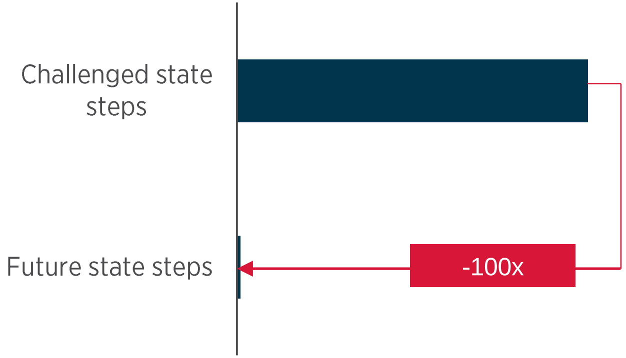
Woodside Management System improving clarity and transparency, springboard for further improvement

AFFORDABLE ENERGY

Value-driven collaboration with our vendors

Harnessing the full potential of suppliers





Four vendors with own tool-time processes and systems with conflicting outcomes

- Single tool-time process and system
- Woodside now owns the data for continuous analytics and improvement assessment

+ Supplier Relationship Management now embedded

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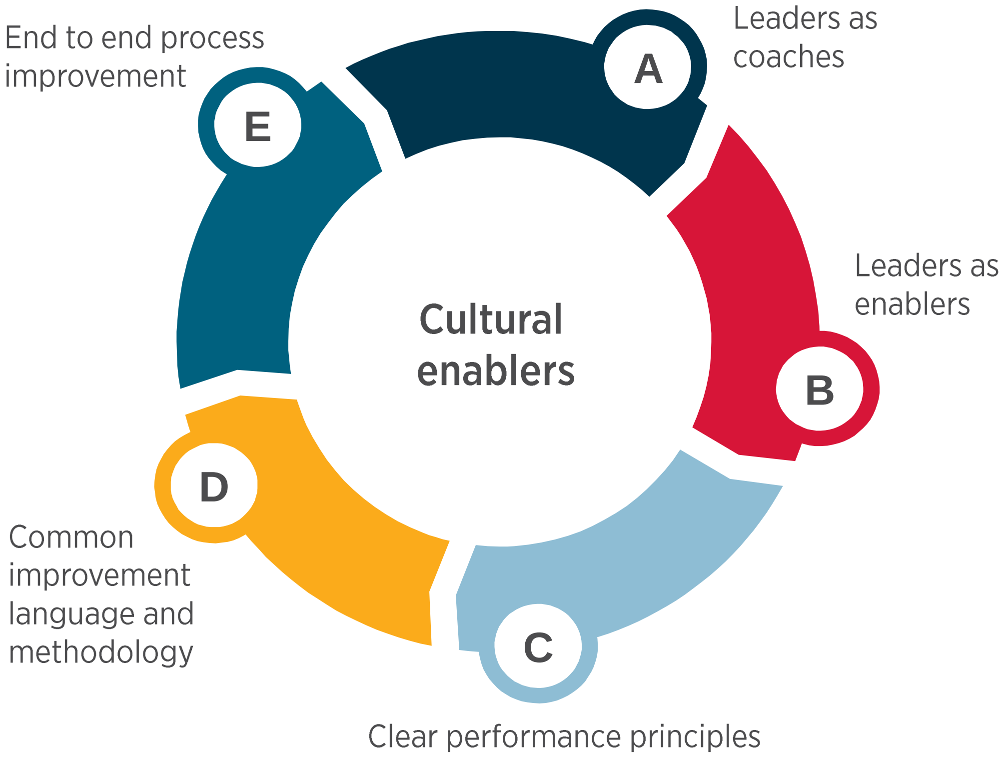
AFFORDABLE ENERGY

A culture that encourages challenging the status quo

The organisation as ultimate source of sustainable competitive advantage



CASE STUDY

Site supervisor “Day in the life of”

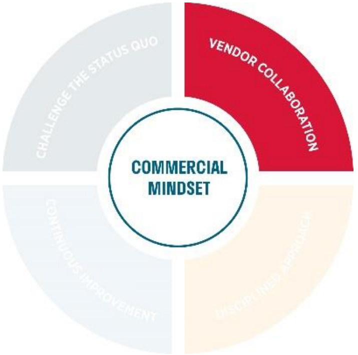
Realigned 60% of daily task to support frontline

AFFORDABLE ENERGY

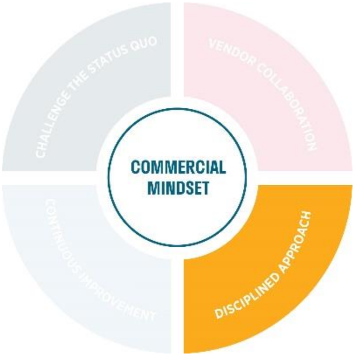
> A$740m[1] in cost savings[2]

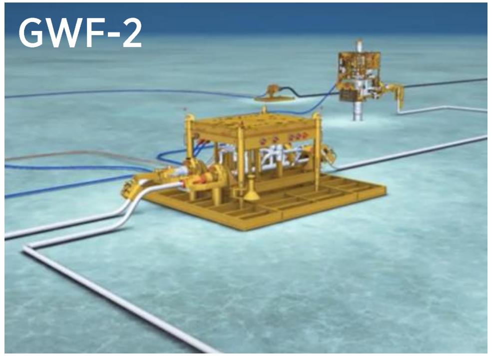
Delivering Affordable Energy

A$45m[1] cost saving through contractor collaboration to improve productivity and schedule

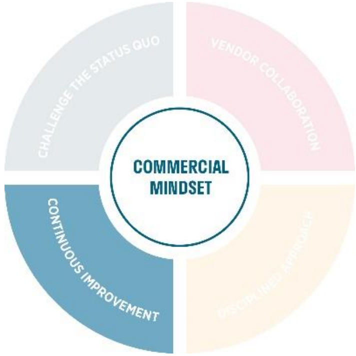


A$40m[1] cost saving through an optimised contracting approach to subsea installation and drilling





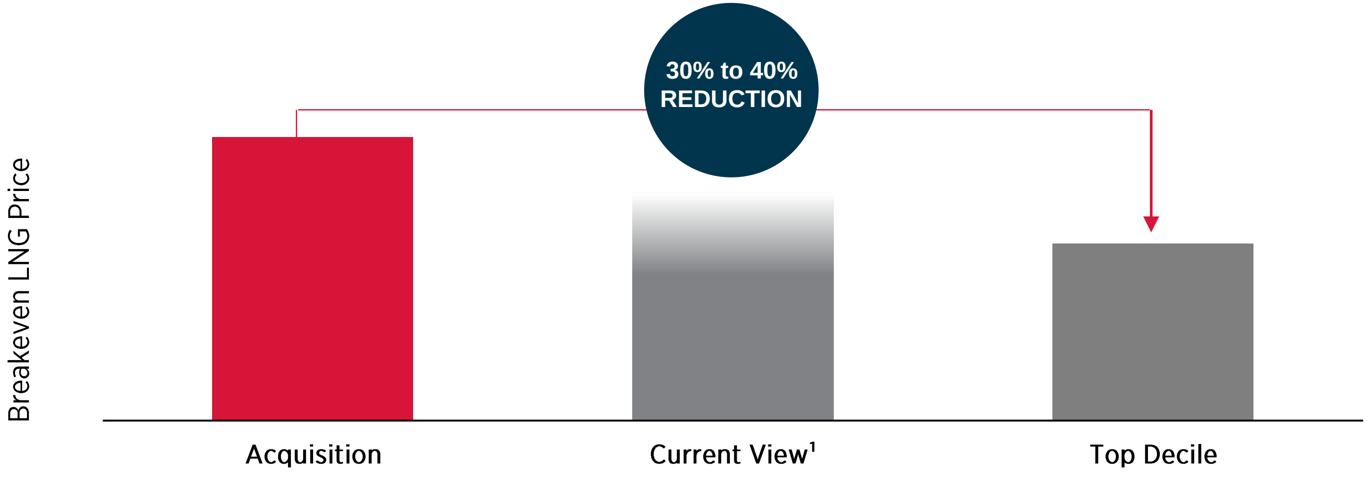
A$110m[1] cost saving through pipeline/umbilical simplification and standardisation



1. 100% project.
2. Based on difference between FID promise and current estimate for GWF-2 and Persephone.

AFFORDABLE ENERGY

Continuing to reduce Kitimat's cost of supply



CAPTURED

- Optimised foundation capacity
- Next Gen Technology
- Reduced plant footprint
- Reduced pre-FID spend
- Higher Liard estimated ultimate recovery
- Reduced Liard drilling costs

FURTHER OPTIMISATION

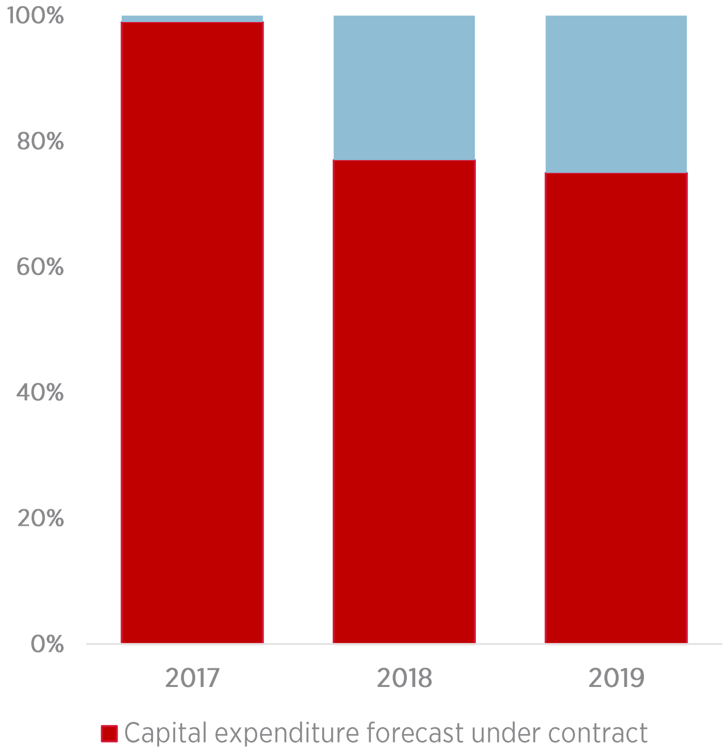
- Utilities and infrastructure
- Execution de-risking
- Reduced pre-FID spend
- De-risking of concept
- Optimised site layout/LNG development
- Optimised Liard development

1. Current Woodside cost estimate. Subject to ongoing joint venture verification and optimisation activities.

AFFORDABLE ENERGY

Minimising exposure to cost escalation

Existing supplier agreements providing cost protection[1]



- Cost protection on current projects
- Aligning market trends to future projects
- Options to capture favourable market

1. Capital investment expenditure for Woodside-operated ventures (100% project).

AFFORDABLE ENERGY

Conditioned to sustain low-cost performance

Business foundation	+ Relentless focus since 2012
Proven performance	+ Material cost reductions delivered
Strategic focus	+ Ensures sustainability through market cycles
Lower cost	+ Unlocking value in Horizon II opportunities

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